

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MAY 10, 1996, IN THE ELLIOTT ROOM,
UNIVERSITY CLUB, MARVIN CENTER

The first meeting of the new Session was called to order by President Trachtenberg at 2:20 p.m.

Present: President Trachtenberg, Interim Vice President Salamon, Registrar Selinsky, Parliamentarian Keller; Deans Fowler and Frieder; Professors Agnew, Boswell, Brewer, Castleberry, Elgart, Griffith, Gupta, Harrauld, Harrington, Kahn, Ludlow, Park, Pelzman, Robinson, Silber, Slaby, Smith, Vontress, Wirtz, and Yezer

Absent: Deans Caress, Friedenthal, Futrell, Harding, and Keimowitz; Professors Captain, Englander, Johnston, Kimmel, Solomon, and Youens

INTRODUCTION OF NEW SENATE MEMBERS

President Trachtenberg introduced the following new members of the Senate: Professors Hugh L. Agnew, Robert J. Harrington, Gregory Ludlow, Frank J. Slaby, and Philip W. Wirtz. (Associate Professor Laura S. Youens was not present.) Re-elected Senate members were Professors Yvonne Captain, Michael S. Castleberry, William B. Griffith, Gerald P. Johnston, Walter K. Kahn, Lilien F. Robinson, Keith E. Smith, and Lewis D. Solomon.

TRIBUTE IN MEMORIAM

Professor Harrington read "A TRIBUTE TO THE MEMORY OF PROFESSOR EMERITUS JOSEPH V. FOA," who passed away on March 31, 1996, at the age of 86. Professor Foa was a member of the Department of Civil, Mechanical, and Environmental Engineering, School of Engineering and Applied Science. The Senate observed a moment of silence. (A copy of the Tribute is attached and made a part of these minutes.)

APPROVAL OF THE MINUTES

The President called for approval of the minutes of the regular meeting of April 12, 1996, as distributed. The President noted that an ADDENDUM to the minutes reflecting remarks made by Interim Vice President Linda B. Salamon at the April 12th meeting

regarding the history of the proposed Biomedical Core Curriculum had been distributed to Senate members. He asked that the Senate approve the inclusion of the ADDENDUM as part of the April 12, 1996, minutes, and the motion was approved.

Professor Kahn moved that the minutes be amended on Page 5, INTRODUCTION OF RESOLUTIONS, Par. 1, line 8, by inserting the following language after the word "greater": "Professor Kahn and others voice their disagreement with the interpretation of the rules of procedures regarding 'INTRODUCTION OF RESOLUTIONS.' Parliamentarian Keller stated that he would supply the Senate with a memorandum documenting the basis for his ruling. The issue was rendered moot at this time by vote of the Senate." The motion was seconded. Professor Kahn noted that subsequently he received the memorandum which he would introduce under Brief Statements at today's meeting. The question was called on the Kahn amendment, and the amendment was approved. The President then called for approval of the minutes, as amended, and the minutes were approved.

RESOLUTIONS

I. RESOLUTION 96/1, "A RESOLUTION ON REQUIRED COURSE INFORMATION SHEETS"

On behalf of the Educational Policy Committee, Professor Brewer, Chair, moved the adoption of Resolution 96/1, and the motion was seconded. Professor Brewer explained that the Committee discussed student concerns over absence of any syllabi in some courses. An informal survey of departments indicated that many courses do not provide written information to students. In response to this information, she said the Committee drafted this resolution, which was forwarded to the Joint Committee of Faculty and Students who also endorsed it.

Professor Gupta spoke in support of the resolution but pointed out that one of his colleagues thought that this was a bureaucratic approach for doing more paperwork, which was absolutely unnecessary.

Professor Robinson asked whether the resolution applies to the entire University because it calls for these documents to be filed annually with the Department Office, and some schools did not have departments, such as the Law School. Professor Brewer replied that she would amend the last line of the Second RESOLVING Clause to read as follows: "annually with the Department or Dean's Office."

Interim Vice President Salamon distributed copies of a Faculty Syllabus Checklist that illustrates some of the information that is suggested by the University's Teaching Center that the faculty might wish to use.

Professor Kahn said he supported the resolution in principle but because of the litigious age in which we live he was concerned about the phrases "basis of grading" and "grading standards." He then moved to amend the last line of the First RESOLVING Clause to strike the words "and basis of grading" so that the same would read: "hours, course description, course requirements." The motion was seconded.

A discussion followed by Professors Brewer, Pelzman, Kahn, Silber, and Robinson.

The question was called on the Kahn amendment, and the amendment failed.

Professor Griffith said that it seemed to him that the language in the WHEREAS Clause should be consistent with the language in the RESOLVING Clause, and he offered as a friendly amendment to the second line of the Third WHEREAS Clause to strike the word "standards" and to insert the words "basis of" before the word "grading" so that the same would read: "course concerning the basis of grading for that course." He explained that grading standards would be much more difficult to clarify to students. The amendment was seconded. Professor Brewer accepted Professor Griffith's amendment as a friendly amendment.

The question was called on the original motion, as amended, and Resolution 96/1 was adopted, as amended. (Resolution 96/1 is attached.)

II. RESOLUTION 96/2, "A RESOLUTION TO AMEND A PREVIOUSLY ADOPTED RESOLUTION (95/2) ON FACULTY LEAVE"

On behalf of the Committee on Appointment, Salary and Promotion Policies, Professor Griffith, Chair, moved adoption of Resolution 96/2, and the motion was seconded. Professor Griffith outlined the history of Resolution 95/2 approved by the Senate in May, 1995, and forwarded to the administration. What the resolution sought to do was to provide authorization in the Faculty Code for the possibility of taking partial leave. And that became connected with a question of whether or not, if one took partial leave, there might be some adjustment of the probationary interval, when the partial leave amounted to some significant amount of time. It is clear that the University has some obligation to grant partial leave under the Federal Family and Medical Leave Act and also under the District Family and Medical Leave Act, but it is very difficult to determine exactly what the University's obligation is. Generally the spirit of those Acts suggests that someone who has serious family or medical problems is entitled to unpaid leave and, more importantly, to be restored to a position

equivalent to his or her position ex ante, if he or she then returns from the leave. He said that Interim Vice President Salamon informed the Committee that the administration had some reservations about accepting the resolution in the form it had passed the Senate, suggesting that the language was too broad, and that the administration would be more willing to accept it if the language were narrowed. Professor Griffith said that a subcommittee of the ASPP Committee then undertook to re-study Resolution 95/2, and he then yielded the floor to Professor Wirtz, Chair, of the subcommittee, to explain the new amendments to Resolution 95/2.

Professor Wirtz explained that the basis for the changes to Resolution 95/2 was to try to clarify the exact nature under which partial leaves might be granted. The primary objective was to provide for the codification of a policy which is essentially already in practice, but not permitted under the Faculty Code. It was the administration's view that the original Resolution 95/2 was too broad-based and that we should try to tailor it to make very clear under what circumstances a partial leave might be granted. Professor Wirtz noted that No. 3 in the revised Resolution 95/2 states that the subcommittee of the ASPP Committee will convene for the purpose of identifying exactly the nature of the extension of the partial leave and under what conditions that might or might not occur. And while the subcommittee has not gotten down to the exact specifics, which would have to be approved by the subcommittee and the administration, Professor Wirtz said it was attempting to simply elaborate on the nature under which partial leave may be granted.

Professor Griffith pointed out that the changes being made in Resolution 95/2 have the effect of tying the partial leave to either family or medically-related purposes with reduced salary, or, in the case of the extension of the tenure clock, for family or medically related purposes of sufficient duration. These additions, he said, tighten the language to narrow down the grounds for partial leave.

President Trachtenberg, referring to Paragraph 1.A. of the RESOLVING Clause said that he was concerned about the phrase "for any other valid reason" which might open the world up for all possible alternatives. For example, he said, a faculty member might argue that his or her request for leave to take a job at Princeton or with the federal government beyond the two years that such leave is presently permitted, and returning at the end of that time, was a valid reason. In that case, could the administration take the position that that was not a valid reason? Professor Wirtz replied that the important words in Paragraph 1.A. are "leave...may be granted to a member of the faculty by the appropriate corporate officer." He said that there is no language that states that leave will be granted unconditionally. Professor

Griffith pointed out that the language the President referred to-- "for any other valid reason"--already occurs in the Faculty Code basically tied to the taking of a full leave of absence without salary, and he thought the University without question could contest the validity of the reason. The President said that he has always assumed that the maximum amount of time that anybody could take a leave was for two years, and he thought that it would be unreasonable and even invalid to ask the institution to hold open a tenured, or even a non-tenured, position for more than a two-year period. Professor Pelzman said that the operative language here is that the administration may or may not grant the request for leave, and that that decision was absolutely discretionary on the part of the administration. Professor Griffith said that he thought the President raised a serious issue with regard to a limitation on the length of leave, and if the administration so desired, the ASPP Committee could take that question under review.

Further discussion followed by Professors Yezer, Silber, Wirtz, and President Trachtenberg.

The question was called on the original motion, and Resolution 96/2 was adopted. (Resolution 96/2 is attached.)

II. RESOLUTION 96/3, "A RESOLUTION TO AMEND THE FACULTY CODE TO ALTER THE DATE OF NOTIFICATION OF CHANGES IN SALARY"

On behalf of the Committee on Appointments, Salary and Promotion Policies, Professor Griffith, Chair, moved the adoption of Resolution 96/3, and the motion was seconded. Professor Griffith explained that the resolution, originally proposed to the Committee by Vice President Salamon, changes the date of notification of changes in salary to November 1st to fit the new schedule for making faculty raises effective on January 1st. He said the purpose of the proposed restructuring, as set out in the WHEREAS clauses, is to have relatively current Annual Reports from faculty available when salary increments are being considered, so that all concerned are able to perceive a closer linkage between recent academic performance and salary changes.

Interim Vice President Salamon noted that the proposed schedule would allow the faculty to complete their Annual Reports in June as the year is finishing, and would allow the department chairs and the deans to do the evaluations during the summer. She said that it is the general view of the deans and herself, concurred with by President Trachtenberg, that this will be a smoother procedure all the way around. Vice President Salamon, on behalf of the Vice President for Medical Affairs, moved that the first line of the Code language be amended to insert the phrase "(except those appointed in the Medical Center)" so that the line would read: "Tenured members of the faculty and faculty members (except those

appointed in the Medical Center) whose appointments. . . ."
Professor Griffith accepted the amendment as a friendly amendment.

Professor Gupta pointed out that notification of promotions are sent out in the spring, and are usually tied in with raises for the academic year starting the beginning of September. He asked if those faculty would still have to wait till November 1 to find out what their new salary is as of September. The President called upon Barbara Marshall, Director of Faculty Personnel, who explained that letters will be sent out in May that would include salaries effective in September for promotion, and new contracts for the spring and renewal of contracts. She said that everything except the January 1 salary increase is put in this letter.

The question was called on the original motion, as amended, and Resolution 96/3, as amended, was adopted. (Resolution 96/3 is attached.)

INTRODUCTION OF RESOLUTIONS

RESOLUTION 96/4, "A RESOLUTION OF APPRECIATION FOR PROFESSOR JOHN A. MORGAN, JR."

President Trachtenberg introduced "A Resolution of Appreciation" for Professor John A. Morgan, Jr., who was retiring in June after 32 years of service as a Professor of Political Science and Public Affairs and as a former Faculty Senate member for twenty years. The President then read the Resolution of Appreciation and presented it to Professor Morgan who received a standing ovation. Professor Morgan thanked the Faculty Senate, stating that he was very happy to have been a part of this body. (Resolution 96/4 is attached.)

REPORTS

I. REPORT ON "CAMPUS COMMUNICATIONS INFRASTRUCTURE: LOOKING TO THE YEAR 2000" BY DOUGLAS S. GALE, ASSISTANT VICE PRESIDENT OF INFORMATION SYSTEMS AND SERVICES

Assistant Vice President Gale distributed a written report on what Information Systems and Services has accomplished in the last nine months and an outline of the plans for the next academic year. He said that the University was in the process of reorganizing the information technology units on campus which should be completed next fall. At the same time, reorganization of the advisory structures to the various information technology units were very close to completion and should start operation this summer. With regard to status of the University's communications systems on campus, both voice and video-data, he said that there were some good news and some bad news. The bad news is that our current data

communications infrastructure will not continue to meet the University's needs. We need to do some major changes just to maintain the status quo, and, realistically in higher education, GW cannot just maintain the status quo. The good news is that we know what needs to be done. Over the past year GW has taken a leadership in a national effort because this is not just a problem for GW--it is a problem throughout the nation. And next year, he said the University is going to have to wrestle with more difficult issues, such as how much we want to do, how soon we want to do it, and, most importantly, how we will pay for it. With the new advisory structures in place, Vice President Gale said that these issues will be the primary focus. (Report entitled "The Year in Review" by Assistant Vice President Gale is attached.)

A question and answer period followed by Professors Griffith, Yezer, Wirtz, Harrington, Boswell, Vice President Gale, Vice President Salamon, and Registrar Selinsky.

II. SPECIAL REPORT ON REVISIONS TO THE MARKET BASKET SCHOOLS BY PROFESSOR WILLIAM B. GRIFFITH, CHAIR, COMMITTEE ON APPOINTMENT, SALARY AND PROMOTION POLICIES

Professor Griffith presented a brief history of the concept of a "market basket" of comparable schools first introduced in 1988 by Professor Arthur D. Kirsch, then Chair of the ASPP Committee, outlining GW's performance in achieving its goals with respect to faculty salaries. Since that time the market basket schools have figured in the Annual Report on Faculty Salaries by the Vice President for Academic Affairs. In his 1994-95 Annual Report, former Vice President French suggested that the time had come to revise the market basket list, and the ASPP agreed to undertake a review of the list. Professor Griffith said that a subcommittee of the ASPP Committee was appointed, chaired by Professor Sarkani, to review the list. The subcommittee recommended certain changes in the original list. The revised list was sent to the Executive Committee, who, in turn, forwarded it to President Trachtenberg for his suggestions. In response to the President's comments, the subcommittee recommended two changes to its list, one deletion and one addition. The ASPP Committee endorsed the recommendations of the subcommittee reflected in the list of market basket schools now reported to the Senate. Although no action is required by the Senate, Professor Griffith said that ASPP Committee would be glad to accept any suggestions or comments from the Senate. He noted that he was presenting this report on behalf of Professor Sarkani, Chair of the Subcommittee, who was unable to be present today.

Professor Vontress asked if the common elements of the "market basket" schools were that they are private, urban schools with comparable enrollments, and Professor Griffith replied that those were the general characteristics of the schools.

III. SPECIAL REPORT ON FACULTY SALARIES FOR 95-96 BY PROFESSOR GRIFFITH, CHAIR, COMMITTEE ON APPOINTMENT, SALARY AND PROMOTION POLICIES

Professor Griffith noted that the Special Report of the ASPP Committee was accompanied by Interim Vice President Salamon's Report on "Faculty Salaries for 1995-96." As reflected in the ASPP Committee Report, Professor Griffith said that the Committee calls attention with great satisfaction to the University's achieving or surpassing for every professorial rank the AAUP's 80th percentile level for Category I institutions, and the Committee commends President Trachtenberg and his administration for attaining this goal. However, he pointed out that the achievement of the level on average conceals a great deal of variation within schools, i.e., there are schools and ranks within schools which are barely at the 50th percentile, and some which are not even at the 50th percentile. Because of this disparity, he said the ASPP Committee will undertake a study of these various across-schools disparities to determine whether the Committee should perhaps recommend to the Faculty Senate some new ways of formulating goals to respond to this matter. Professor Griffith also noted that it has been the practice of the ASPP Committee in forwarding its Report on Faculty Salaries to include a report on Executive Salaries drawn from IRS 990 reports. Unfortunately, he said, Vice President Katz informed him that the University has not filed the IRS 990 report this year. Professor Griffith then yielded the floor to Professor Boswell, Chair, Executive Committee, who read an informal "Resolution Commending Achievement of Faculty Senate Goal" which commended and thanked President Trachtenberg for his "vigorous efforts to improve faculty salaries and urged him to continue in this admirable work." The President received a round of applause. (Resolution 96/5 is attached.)

President Trachtenberg thanked the Faculty Senate, stating that he was very pleased to have the University at the 81st percentile for the full professors which was a real challenge; it was much easier for the assistant and associate professors to get to the 85th percentile. He said much of the credit must go to Peggye Cohen, Assistant Vice President for Institutional Research, Barbara Marshall, Director of Faculty Personnel, former Vice President French, and Interim Vice President Salamon for putting it over the top. The next challenge, he said, is getting our research up to Division I now that we are paying like a Division I institution, and particularly as we increase the number of full-time graduate students. The President expressed his thanks again for the resolution and said that he wished his mother had lived to see this day.

GENERAL BUSINESS

I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 1996-97 SESSION

Professor Boswell asked for approval of the dates for the regular meetings of the Faculty Senate for the 1997-97 Session. The following dates were approved:

May 10, 1996	January 17, 1997
September 13, 1996	February 14, 1997
October 11, 1996	March 14, 1997
November 15, 1996	April 11, 1997
December 13, 1996	

NOTE: The Faculty Senate meetings are held in the Elliott Room, University Club, Marvin Center, at 2:10 p.m.

II. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 1996-97 SESSION

Professor Boswell moved the nomination for appointment by the President of Professor Steven Keller as Parliamentarian of the Faculty Senate for the 1996-97 Session. The nomination of Professor Keller was approved.

III. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 1996-97 SESSION

Professor Boswell moved the nominations for election of Chairs and members of Senate Standing Committees for the 1996-97 Session. The nominations were approved. (List of Chairs and Members of Faculty Senate Standing Committees is enclosed.)

IV. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Boswell moved the nominations for appointment to the following Administrative Committees: Committee on the University Bookstore: Arthur Friedman, Stephen McGraw, and Harry E. Yeide; GW Forum: Debra Bruno, Editor-in-Chief, Michael F. Moses, and Jeffrey L. Stephanic; Safety and Security Advisory Committee: Bernard Bouscarel, Patricia Sullivan, and Gregory Ludlow, Chair of Senate Committee on Physical Facilities; Joint Committee of Faculty and Students: Laura S. Youens, Faculty Co-Chair; Barbara Detrick, Robert Eisen, Jonathan D. Fife, Michael Peck, Joan Regnell, and Max Ticktin. The nominations were approved.

V. NOMINATIONS FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Boswell moved the nominations for appointment by the

Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: John G. Boswell; Trustees' Committee on Student Affairs: Laura S. Youens; Trustees' Committee on University Development: Joseph Pelzman. The nominations were approved.

VI. NOMINATIONS FOR ELECTION BY THE FACULTY SENATE TO THE PANEL FOR STUDENT GRIEVANCE REVIEW COMMITTEES

Professor Boswell moved the nominations for election of the following faculty to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Jorge Garcia, Margaret R. Kirkland, W. Douglas Maurer, Michael Peck, Terrence Phillips, Joan R. Regnell, Linda Street, and Max D. Ticktin. The nominations were approved.

VII. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Boswell, Chair, is enclosed.

VIII. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Annual Reports from the following Senate Standing Committees were received: Administrative Matters as They Affect the Faculty, Appointment, Salary and Promotion Policies, Athletics and Recreation, Educational Policy, Faculty Development and Support, Professional Ethics and Academic Freedom, Research, Fiscal Planning and Budgeting, and Executive Committee. (The Annual Reports are attached.)

TRIBUTES

The President called upon the following members who offered tributes to former or current Faculty Senate members who were retiring: Professor Agnew read tributes to Professor Lois G. Schwoerer and Professor Peter P. Hill, respectively; Professor Boswell read a tribute to Professor Martha N. Rashid; and Professor Park read a tribute to Professor Lewis Schiller. (The tributes are attached.)

BRIEF STATEMENTS (AND QUESTIONS)

President Trachtenberg said he would like to take this opportunity to make the following statement:

It strikes me that the University is first and foremost an assemblage of people focused on a common mission of learning and scholarship, and I am pleased to be able to report that both in the recruitment of students and new faculty, we seem to be doing quite splendidly. From what I can tell from reports that Vice President Salamon have given me and reports from the Deans, the offers we have made to

new faculty have been accepted almost in all cases, by our first choices, and people are very gratified at the high quality of the professors who will be joining us in September.

Secondly, as to students, we seem to be holding to the standard that we set this past year in numbers and quality. There is every reason to believe that we will have a first rate class, within the budget that we have for financial aid. I am very pleased on those two scores.

Now once we have brought these people to this site, I think it is fair to ask what the resources are we are going to have available to them. And, from what I can tell, the Physical Plant enhancements are going very well, particularly in Lisner Hall which ought to be really transformational for that facility, and I am feeling very positive about the enhanced laboratories and faculty offices. I have had a chance to tour some of the new faculty offices, and for those of you who have not yet seen them, if you get a chance to see the History Department, just to cite one example, I think you will share my enthusiasm.

Another issue of concern over this year, if memory serves me, has been the Library. And I am pleased to report that we are making some considerable progress in bringing the Library to the state we would like. I read a comment from the Librarian, Mr. Siggins, the other day that indicated if we could keep up the budget enhancements that we gave him this year, for a few more years, he would put the Library up against Duke. While I make no promise in keeping up that pace consistently for the next five years, I am pleased that we were able to do a good deal in this year's budget and obviously we do not intend to throw that money away. We see it as a first effort towards a continuing goal indicated when we recruited Mr. Siggins from New Haven earlier.

So, I think at several levels, whether it's the facilities in which faculty and students do their work, the Library, or the computers, generally I think the Physical Plant looks awfully good. Progress is being made on the construction of the new residence facility and we continue working with the local community for opportunities to build additional facilities which we obviously need for academic and support purposes. On the whole, I think the year is a positive net gain, and I am grateful to all of you and all of our many colleagues who wanted to attend this meeting but could not fit into this room today for bringing that to pass. I look forward to next year with enthusiasm. 1996-97 will be my

9th year as GW President, and my 20th as a University President, counting my experiences in New England.

Professor Harrauld commented about the "Alternative Spring Break" trip in March that he and other faculty, staff, and students made to Ghana. He said that the impression these students had made was best summed up at a final banquet by a village chief who said that "there are many people from your country who visit our country for many reasons. But I like to think that you are the true ambassadors for America."

Professor Kahn, referring earlier to his amendment to the April 12th minutes to reflect his disagreement with the Parliamentarian's interpretation of the rules of procedures regarding Introduction of Resolutions, requested that Parliamentarian Keller's memorandum regarding Parliamentary Procedure be attached to today's minutes as a matter of record. Parliamentarian Keller said that he understood Professor Kahn's comments and the perspective in which they were made, but he thought that the Senate, through practice, did not appear to be literally following some of the procedures in the Senate's bylaws. Professor Boswell said that he would meet with Professor Kahn and Parliamentarian Keller to discuss this matter.

Professor Griffith commended the administration on its sponsoring the extensive celebration of the 175th year of the University because it brought out a lot of scholarly activity that otherwise would not have been there. He recommended that the University continue the practice adopted during the Anniversary Year of making a pool of funds available on a competitive basis for scholarly conferences, etc.

Professor Gupta reported that the Task Force on Retirement has been discussing various retirement options, and that next year it hopes to bring before the Senate some concrete proposals which will be acceptable to all parties. In the meantime, he had prepared a brief report to be distributed with the minutes. (Report is attached.)

ADJOURNMENT

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 4:05 p.m.



Brian Selinsky
Secretary

**A Tribute to the Memory of
Professor Emeritus Joseph V. Foa**

As many of you may know, our good friend and colleague, Joseph V. Foa, Professor Emeritus of the Department of Civil, Mechanical, and Environmental Engineering, passed away on March 31, 1996 after a long career filled with contribution, influence, and accomplishment at the age of 86.

Professor Foa, a scion of a prominent Jewish family of Turin, Italy, received doctorates in both Mechanical Engineering and in Aeronautical Engineering from the Universities of Turin and Rome. After graduating, in the age of Charles Lindberg and Amelia Earheart, Joe served as Chief Engineer of Caproni Aircraft and designed and directed the construction of the Piaggio long-range cargo plane PF-23R which broke two world class distance records in 1938. Shortly after, anti-Fascist activities resulted in the imprisonment of Joe and his brother. While his brother remained in prison during WWII, Joe was fortunate to be released in 1939 and wisely decided to emigrate to the United States. Upon arrival, he was declared an "enemy alien" and found employment quite elusive. Bellanca Aircraft, an upstart company that sought to make aircraft for the war effort, saw that Joe had the expertise to make their efforts credible and offered Joe his first job in the U. S. In 1943, Joe was appointed as Head of Aeronautical Design at Curtis-Wright, one of the leading manufacturers of fighter planes during WWII.

After the fall of Germany, the allies competed with each other to obtain the phenomenal expertise that Germany demonstrated during the war, particularly in the area of aeronautics and propulsion. Joe, having an international reputation and being fluent in German, was given a commission in the U. S. Army as a colonel and asked to seek out German scientists and engineers who were in hiding in Germany and recruiting them for work in the United States. Joe's accounts of tracking down German engineers hidden in barns and in forests were riveting.

In 1946, Joe joined Cornell Aeronautical Laboratory as the Head of the Propulsion Branch. During the course of his work, Joe's group had occasion to review the design of the Northrop RB-49. Northrop had done calculations that showed that the best possible configuration for an aircraft with regard to range was a plane without a fuselage, the so-called "flying wing". Joe found an error in the calculation which proved that range for the flying wing configuration was a minimum, not a maximum. Thus, he proved that the flying wing was the worst possible configuration, not the best. When Joe reported this, he was astounded to learn that a major cover-up was under-way and that Northrop had thirty RB-49's on order and didn't want to cancel the program. Joe tried many avenues to persuade them that proceeding with this project was not ethical. His efforts were to no avail. Finally, Joe wrote a report detailing his findings and had it sent to General Henry "Hap" Arnold,

commander of U. S. Air Forces, who canceled the project within one month of having received the report.

From 1952-1970, Joe served on the faculty of Rensselaer Polytechnic Institute and as the Chairman of the Department of Aeronautical Engineering. During this era, Joe became very interested in ground transportation. He initiated a major research program known as "Project Tubeflight" which involved several universities, hundreds of researchers, and millions of dollars. The project was a visionary program to develop high-speed trains propelled inside of tubes in a manner analogous to a bullet in a rifle. The project was well under-way. However, immediately after a change of a presidential administration, the funding for the project was suddenly cut. The consequences were disastrous for many of the researchers and universities. However, Joe's lifelong interest in novel transportation technology never waned.

In 1970, Joe joined The George Washington University as a Professor of Engineering and Applied Science. He initiated a successful transportation program within the CMEE Department and was a co-founder of the GW Propulsion Laboratory. Joe was active in University service and served on the Faculty Senate from 1972-1974, and Chaired the Physical Facilities Committee. He guided many doctoral students through their dissertations and was very active in attracting extramural support for his research. He was awarded Emeritus status in 1980, but continued active in research and working with students. In 1987, it became known that Joe's old Nemesis, Northrop Aviation, was at it again with another flying wing: the B-2 Stealth bomber. Joe realized that the same limitations that occurred with the RB-47 after WWII still applied to the B-2. Joe tried to publicize his findings, only to encounter another coverup. He became quite active in the debates over the controversial B-2 and was widely quoted in newspapers and professional publications. In 1990, Joe had a stroke from which he made a valiant recovery. Nevertheless, Joe's activism in the B-2 bomber debates was ended and he fully retired from professional life.

Joe will always be remembered as a man of brilliance and creativity (seven patents, a book considered to be a standard reference, and multitudinous journal publications), leadership in both industry and academia, integrity and uncompromising ethical standards, a true gentleman, and as a dedicated teacher. Joe was a peerless role model and his presence at GW honored us all. He will long be remembered.



Charles A. Garriss, Jr.
Professor of Engineering

May 10, 1996
Faculty Senate Meeting

ADDENDUM to the Minutes of the April 12, 1996, Faculty Senate Meeting

Remarks by Interim Vice President Linda B. Salamon with reference to the history of the proposed Biomedical Core Curriculum

Because a sense has been given that this is a rush-rush, hurry-hurry project that only happened yesterday, I would like to give a history.

This arose a little over four years ago. Then-Dean Kenny, Acting Dean of Columbian College and Graduate School, asked for program reviews of the basic biomedical science departments. The focus at that time was specifically on the departments, not the interdisciplinary programs. The departmental program in Anatomy, I believe it suspended its own graduate program; many members of the Anatomy department have chosen to participate in the program in Neurosciences. At that time, four years ago, Dean Kenny suspended admissions to Physiology and Pathology, and Microbiology eventually closed admissions themselves. The reason they were suspended was partly very low numbers of graduate applicants, partly a concern for the academic quality of those applicants, partly a concern for the currency of the programs we offer them.

The curriculum revision arose out of a set of self-studies leading up to a program review. (Everybody in Arts and Sciences and, I think, other schools has this experience in which departments are assigned to take a good look at themselves and collectively report back to the Dean's office. Then a committee of colleagues in other disciplines is going to take a look at the self-study and make some recommendations to the Dean.) For the biomedical sciences, this process had been set underway before I became Dean. I gave the departments in question some additional time because they did not appear to take the deadlines seriously. I visited with several departments, as I said I would on invitation, to discuss what was expected of them and what they should produce. At the end of the period of time I, following some encouragement by Dean Caress, eventually received all the self-studies.

At that point I appointed a Program Review Committee, specifically charged to look at the doctoral programs in the basic biomedical sciences. That Committee included members of the medical school faculty, both basic and clinical, and members of the Arts and Sciences faculty with relevant experience: psychologists, chemists, biologists. The Review Committee was larger than would have happened with a predictable review because we are talking, as I have said, about not just one department,

ADDENDUM to the Minutes of the April 12, 1996, Faculty Senate Meeting

but a group of them, although focusing only on their Ph.D. programs, not their M.D. instruction or other responsibilities.

Because the review was broad based, I also asked some external members of the biomedical sciences community to come and advise us. We wanted to make certain that we were acting appropriately on the national scene. I think most of you know this is a difficult time for all kinds of research. The basic biomedical sciences are slightly more blessed than people who do not have the NIH as patrons, but still this is a tight time. We want to ensure that we are putting out into the market scientists who are extremely well-equipped to succeed.

This group of folks, then, included our own colleagues and some external representatives. I asked the Senior Vice President for Science of the Howard Hughes Medical Institute (which is the largest sponsor of health research aside from the federal government), and the provost of the University of Virginia who had before that been the director of the Biological Laboratory at Woods Hole. I also asked a member of the Johns Hopkins faculty who had previously taught here, sort of an insider/outsider. They spent a year reviewing all the material of the self-studies, plus admissions data, financial support, etc. They toured facilities at the medical school. They informed themselves thoroughly of what these programs were all about. And the result is that, not quite two years ago, a proposal has emerged that, among other things, recommends a common, integrated core of studies over the first 18 months or so of a biomedical student's doctoral preparation.

It is the result of a thorough examination of the most important topics, and the best texts, in modern life sciences. The curriculum task group has spent a year and a half now on this proposal. There was a moratorium, requested by the Biochemistry department, of weeks that turned into months following the change in Medical Center leadership. Work resumed last fall. To my certain knowledge, various forms of this draft--initially a broad outline, then greater detail--have been submitted to the faculty now three times. Every single time, comments have been received; I personally know that major modifications followed each circulation of a draft. Every draft has been readily available. There may be individual teachers who have not found it in their personal mailbox; that's possible, but that's a result of chairs or directors failing to circulate their copies to colleagues. For the most part, the opportunity for detailed comment was constant; I believe written comment

ADDENDUM to the Minutes of the April 12, 1996, Faculty Senate Meeting

is the best way to offer reflective, analytic comments and positive suggestions.

It's true we are at the final stage of the process right now, yet comments are still being made. Refinements will certainly continue to be made throughout the first year of offering. There is a positive impact to constant review and fine tuning as responses emerge. At the end of the first year, when people look back and see what's happened, we will surely see mid-course correction, essential to any curriculum that is broadly conceived and focused on a science that is itself changing monthly. It will evolve, no doubt, but the curriculum task group has made a strong start on which there is widespread agreement.

[Any inquiries about this resolution should be directed to Professor Diane Brewer, Chair, Educational Policy Committee, Ext.47167.]

A RESOLUTION ON REQUIRED COURSE INFORMATION SHEETS (96/1)

WHEREAS, communication between faculty and students is essential to the educational process; and

WHEREAS, faculty should inform students of the requirements and expectations for a course; and

WHEREAS, faculty should inform students at the beginning of a course concerning the basis of grading standards for that course; and

WHEREAS, faculty should inform students of their office hours and other means of communication; and

WHEREAS, presently not all faculty members distribute a written course information sheet at the beginning of each semester,
THEREFORE

BE IT RESOLVED, that all courses taught at The George Washington University should provide students at the beginning of the semester with written information sheets including the following: name, office address, phone number and/or e-mail address, office hours, course description, course requirements, and basis of grading.

BE IT FURTHER RESOLVED, that these documents should be filed annually with the Department or Dean's Office.

Educational Policy Committee
March 29, 1996

Adopted, as amended, May 10, 1996

[Any inquiries about this resolution should be directed to Professor William B. Griffith, Chair, Committee on Appointment, Salary and Promotion Policies, Ext. 46265.]

A RESOLUTION TO AMEND A PREVIOUSLY ADOPTED RESOLUTION (95/2)
ON FACULTY LEAVE (96/2)

WHEREAS, the Faculty Senate on May 4, 1995, adopted Resolution 95/2, A RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO LEAVE, and forwarded it to the President for transmission to the Board of Trustees; and

WHEREAS, in Fall 1995 Interim Vice President Salamon asked the Committee on Appointments, Salary, and Promotion Policies (ASPP), which originated Resolution 95/2, to consider certain revisions of the Resolution, to make it more acceptable to the Administration by clarifying the scope and justification of the authorizations to be inserted into the Faculty Code; and

WHEREAS, the ASPP Committee has considered and now recommends to the Faculty Senate certain amendments to the previously adopted Resolution, as shown in the usual way as modifications of the original text of Resolution 95/2; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That Resolution 95/2, A RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO LEAVE, is hereby amended by substitution, insertion and deletion, as shown on the text of the original resolution, attached.

Committee on Appointments, Salary, Promotion Policies
April 5, 1996

Adopted May 10, 1996

[NOTE: NEW AMENDMENTS TO SENATE RES. 95/2 (as approved by the Faculty Senate in May 1995) are shown in bold type or by striking through existing language.]

A Resolution to Amend the Faculty Code with respect to Leave (95/2)

WHEREAS, under certain circumstances a member of the faculty may have legitimate reasons to request a less-than-full-time leave for medically-related or family or other important personal reasons; and

WHEREAS, it may well be in the University's interest to grant a partial leave request, to retain as much as possible of the services of such a faculty member and thereby reduce compensatory shifting of responsibilities; and

WHEREAS, the Faculty Code is currently silent as to whether such a partial leave is permissible, and as to whether, if granted, such a period of partial leave might ~~would~~-qualify as a full personal leave ~~may does~~ for some extension of the probationary period for a tenure-accruing appointment; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. That Sec. VI. A of the Faculty Code, "Leave", be amended to read [added language underlined in the text]:

"A. At any time, for study or for any other valid reason, a leave of absence without salary, or a partial leave for family or medically-related purposes with reduced salary, may be granted to a member of the faculty by the appropriate corporate officer."

2. Sec. IV.A. 3.1. (b) (2), "Appointment and Tenure", be amended to read [additional language underlined in the text]:

"2) Leaves for study towards a degree, leaves for military or personal reasons, and defense leave shall not be included in this period. A partial leave for family or medically-related purposes of sufficient duration may justify an appropriate partial extension of the probationary period.

3. The Faculty Senate Committee on Appointments, Salary and Promotion Policy is requested to draw up appropriate implementing criteria and procedures for approval by the Vice President for Academic Affairs and publication in the Faculty Handbook.

Appointments, Salary, and Promotion Policies Committee

[Any inquiries about this resolution should be directed to Professor William B. Griffith, Chair, Committee on Appointment, Salary and Promotion Policies, Ext. 46265.]

A RESOLUTION TO AMEND THE FACULTY CODE TO ALTER THE DATE OF NOTIFICATION OF CHANGES IN SALARY (Res. 96/ 3)

WHEREAS, faculty members should have a reasonable expectation that increments to their salaries are based in part on academic performance in the prior academic year, and

WHEREAS, the designation of an annual notification date in the Faculty Code IV.A.1b.) assumes that changes in salary as well as appointments will take effect at the beginning of the academic, rather than the calendar year, and

WHEREAS, the University's current budgetary practice -- established to assure the amount of Fall Semester tuition income available to support raises -- is to make salary changes effective on January 1 and, furthermore, to report reappointments around May 7, and

WHEREAS, one result is that new salaries are currently based in part on academic performance reported on Annual Reports that were completed sixteen months prior to the raises' effective date, and

WHEREAS, the lack of synchrony among Annual Reports, establishment of salary increments, and effect on actual salaries fails to make apparent the impact of performance on salary, hence fails to reinforce incentives for strong academic performance, NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE AT THE GEORGE WASHINGTON UNIVERSITY

1. That the Faculty Code IV.A.1.(b) be amended by eliminating bracketed passages and adding underlined passages, as follows:

Tenured members of the faculty and faculty members (except those appointed in the Medical Center), whose appointments do not expire or whose appointments will be renewed shall be notified in writing annually, on or about May 15, [of salary and] of changes in rank and of other terms and conditions of service for the next academic year, and further shall be notified annually in writing of changes in salary, no later than Nov. 1.

2. That the initial implementation of the new practice ensure that in establishing salaries effective January 1, 1997, Department Chairs and Deans take account of academic performance recorded in Annual Reports for 1994-95 and 1995-96, inclusive.

Appointments, Salaries, Promotion Policies Committee
April 16, 1996

Adopted, as amended, May 10, 1996

A RESOLUTION OF APPRECIATION (96/4)

WHEREAS, John A. Morgan, Jr., will retire in June as Professor Emeritus of Political Science and Public Affairs after 32 years of service to The George Washington University; and

WHEREAS, John A. Morgan, Jr., has earned the respect and gratitude of the entire University community; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the following citation be issued:

In recognition of his contribution to The George Washington University during 32 years of service to his students in Political Science and Public Affairs of the Columbian School of Arts and Sciences; and

In recognition of his dedication and effectiveness as Pre-Law Adviser for 10 years, as Acting Chair, Coordinator of Undergraduate Studies, and member of various committees of the Political Science Department; and

In recognition of his commitment and outspoken support of the principles and provisions of the Faculty Code, especially with respect to the centrality of the faculty in a system of shared governance; and

Especially in recognition of his 20 years of conscientious service as a member of the Faculty Senate and, specifically, for his service of 5 years as Chair and 8 years as a member of the Executive Committee, 4 years as Chair of the Appointment, Salary and Promotion Policies Committee, 4 years as Chair of the Professional Ethics and Academic Freedom Committee, 1 year as Chair of the Educational Policies Committee, 1 year as Chair of the University Objectives Committee, and 3 years as Chair of the Dispute Resolution Committee;

THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

CITES

PROFESSOR JOHN A. MORGAN, JR.

FOR

DISTINGUISHED SERVICE



John G. Boswell

**Chair, Executive Committee of
the Faculty Senate**

Stephen Joel Trachtenberg
President

A RESOLUTION COMMENDING ACHIEVEMENT OF FACULTY SENATE
GOAL (96/5)

WHEREAS, at the previous meeting of this body it received an announcement from President Trachtenberg that faculty salaries now met or exceeded the 80th percentile of the AAUP for all levels and awarded him a round of applause, and

WHEREAS, we have now received a more detailed report on faculty salaries, this body wishes to render more formal appreciation, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY:

That the Faculty Senate, on behalf of the University Faculty, hereby commends and thanks Stephen Joel Trachtenberg for his vigorous efforts to improve faculty salaries and urges him to continue in this admirable work.

Executive Committee of the Faculty Senate
May 10, 1996
Adopted by acclamation

The Year in Review
by
Doug Gale
Assistant Vice President for Information Systems and Services
5/10/96

As the academic year nears completion, I would like to report to the campus what Information Systems and Services has accomplished in the last nine months and outline our plans for the next academic year.

When I came to GW last summer to head the new Information Systems and Services (ISS) unit that integrates administrative computing, academic computing, telecommunications and networking, three strategic objectives were apparent. The first was to complete the implementation of the Banner administrative systems. The second was to overhaul and upgrade the campus communications infrastructure. The third was to improve support for the use of information technology in instruction. It seems reasonable to measure our progress against these objectives.

Organization: After several quality management activities and meetings with faculty, staff and administrators, Information Systems and Services was reorganized into five functional areas: Information Services, Technology Services, Administration, CCIM, and Systems Planning and Architecture. The Information Services unit closely resembles the old CIRC with the added responsibility of general end-user desktop support and operating an integrated help desk. Technology Services will be responsible for the information transport infrastructure and platform and operating systems' technology. The Administration unit will be responsible for voice and data customer services as well as internal business operations. CCIM will continue to be the SCT unit contracted to install, maintain, and operate the Banner administrative systems. Finally, Systems Planning and Architecture will be responsible for coordinating campus-side information systems and working with other components of the University to define the hardware and software architectures and standards that will allow us to integrate our many information systems. The objective in creating the new structure, which should be in place by next Fall, is to flatten the organization and to focus on functional objectives.

Advisory Structure: A new advisory structure, replacing the Banner Steering Committee and the Academic Computing Advisory Committee, was created to reflect the new organization. An Information Technology Advisory Council, will be advisory to my office and has the key role in planning for information technology and the allocation of resources. There will be five committees reporting to the Council: Instructional Technology, Research, Technology, Banner Advisory, and Information Systems. The objective in creating the new structure was to provide a broader base of input to Information Systems and Services while focusing on the entire range of information technology issues in a comprehensive fashion. The process of creating this structure has been lengthy but should be completed by the end of this month.

Administrative Systems: In partnership with SCT, there has been substantial progress in upgrading and enhancing our administrative systems. Several items are noteworthy. The BANNER database management software (Oracle) was upgraded to improve performance and security as well as provide a foundation for future support of Graphical User Interfaces. A new automated voice response system, which provides performance improvements and additional functionality such as student grade, account, and financial aid reporting, was installed. As part of the Green University initiative, we have replaced the University's IBM-3081 mainframe administrative computer with newer and more reliable equipment. The system that was replaced, which supports our financial systems, was more than 15 years old and was becoming increasingly unreliable. The cost of the system is being recovered from maintenance and utility savings. When we finish the transition to the Banner financial system, probably in 1998, the administrative mainframe system will be phased out. Also, as a part of the Green University initiative, we have

begun a paper reduction project that promises to reduce paper usage through the use of technologies such as CD-ROM, distributed printing, and on-line data access.

Instruction: All of the older computers in CIRC's labs and classrooms were replaced with Pentium machines and the Macintosh Classroom in Gelman received new PowerPC-based Macintoshes. The laptop computer loan program through the Gelman Reserve Desk and the number of computers and projection panels available for loan to faculty is being expanded. GWIS2 was upgraded, more than doubling its processing capacity. Finally, support for World Wide Web was improved with the hiring of a Web Coordinator, Technical Assistance office hours were expanded by 8 hours per week, and plans are underway to implement expanded and upgraded help desk services next fall.

Research: As part of our migration away from mainframe computers, Information Systems and Services has ordered a powerful Unix computer that will be dedicated to supporting research. That system should be operational by the Fall semester. GW has also taken a leadership role in the Southeastern Universities Research Association's (SURA) response to the National Science Foundation solicitation for Advanced Computational Infrastructure and plans to respond to the NSF solicitation for very high speed network connections for meritorious applications.

Communications: The telephone system operated by Information Systems and Services (around 8,000 nodes) continues to grow in terms of connections and features. While we will have to begin major upgrades next year to remain in compliance with new FCC regulations, we do not anticipate any major changes in our voice services. The data networking environment, however, is experiencing explosive growth. Campus requirements are doubling every year; demands for off-campus connectivity are increasing even more rapidly. Advance planning is critical. Information Systems and Services has taken a national leadership role in developing higher education networking requirements for the year 2000 and is leading workshops throughout the country to develop comprehensive but affordable plans and strategies. I am pleased to tell you that these efforts have been successful at the campus level. We know how to build the campus network of the future at an affordable price. Our task next year will be to agree upon a sustainable funding structure to implement these plans. Connectivity between campuses and institutions is a more difficult challenge. The current Internet is approaching saturation and we do not know how to solve the problem technically, let alone politically or financially. GW is participating with other research institutions to develop solutions to this impending crisis in inter-campus communications. We'll keep you posted on our progress.

SENATE CALENDAR
1996-97 Session

EXECUTIVE COMMITTEE MEETINGS

1996-97 Session

August 23, 1996
September 27, 1996
October 25, 1996
November 22, 1996
December 20, 1996
January 31, 1997
February 28, 1997
March 28, 1997

1997-98 Session

April 25, 1997*

FACULTY SENATE MEETINGS

1996-97 Session

May 10, 1996
September 13, 1996
October 11, 1996
November 15, 1996
December 13, 1996
January 17, 1997
February 14, 1997
March 14, 1997
April 11, 1997

1997-98 Session

May 9, 1997

*Joint meeting of the Old and New Executive Committees

NOTE: To permit compliance with the rules requiring seven days' notice of Senate meetings, the Executive Committee prepares the agenda two weeks in advance of the regular Senate meetings.

THANKSGIVING HOLIDAYS: November 28-29, 1996

SPRING RECESS: March 17-21, 1997

**A TRIBUTE TO LOIS GREEN SCHWOERER
ELMER LOUIS KAYSER PROFESSOR OF HISTORY**

Professor Lois G. Schwoerer retires this year after a distinguished career full of scholarly and personal achievement. A graduate of Smith College and Bryn Mawr College, Professor Schwoerer joined the George Washington University in 1964, and through the intervening years has placed this institution firmly on the scholarly map in the study of Stuart England and especially the politics of the "Glorious Revolution" of 1688-89. Her major publications include *"No Standing Armies!" The Antiarmy Ideology in Seventeenth Century England* (1974), *The Declaration of Rights, 1689* (1981), *Lady Rachel Russell (1637-1723): "One of the Best of Women"* (1988) and scores of scholarly articles and chapters in books. In addition, she has served in numerous positions in the North American Conference on British Studies and other scholarly associations, and she has contributed greatly to the warm relationship between this university and the Folger Shakespeare Library. In her research and her teaching, she is characterized by a genuine passion for exacting standards of scholarly excellence and collegial behavior.

Professor Schwoerer has also served the university in many capacities. She has spent four years on the Faculty Senate, including three years as chair of the Appointment, Salary and Promotion Policies Committee, and one year on the Executive Committee of the Senate. In addition, she has chaired the History Department and served on several important departmental committees including the departmental curriculum committee and the graduate admissions committee. She represented the Columbian College of Arts and Sciences on the Faculty Consultative Committee for the presidential search in 1987-88. Professor Schwoerer has also devoted effort and interest to the opportunities for women in academe, serving as a member of the steering committee for the Women's Studies Program, Co-Chair of the Ad hoc Committee on Gender and Women's Studies, and most recently Conveyor of the Blue Ribbon Task Force, a committee to evaluate GWU's Women's Studies Program. Through her own high academic standards, and her commitment to this university and its scholarly mission, Professor Schwoerer has indeed set an enviable example for generations of students and colleagues, male and female.

Trusting that Professor Schwoerer's concern for and contribution to the excellence of the George Washington University will not end with her retirement, we all wish her many more years of fruitful research and writing.

Hugh Agnew
Associate Professor
History and International Affairs

(Read into the record at the Faculty Senate Meeting, May 10, 1996)

A TRIBUTE TO PETER PROAL HILL PROFESSOR OF HISTORY

Professor Peter Hill retires this year to take up a position as University Historian for the George Washington University. This means that he will still be among us, a fact that tempers the loss his departure means to his department, school, and university. Professor Hill first came to this university as a teaching fellow in 1957, following undergraduate studies at Tufts and an MA earned at Boston University. By 1966 he had completed his doctorate here, and here he has remained through a rich teaching and publishing career. His scholarly work focuses on American relations with France in the early years of the republic, but he will be best remembered by generations of George Washington students as the professor who taught the survey of US Diplomatic History (at 8:00 am!). To his colleagues in both the Columbian School of Arts and Sciences and the Elliott School of International Affairs he functioned as the institutional memory and inexhaustible reference resource for questions of precedent or procedure.

Professor Hill has devoted much of his time in service to the academic and wider community. As a faculty member he has served 13 years on the Faculty Senate between 1967 and 1992, and to those years must be added his service for two years as Acting Dean of what was then the School of Public and International Affairs. He also spent four years on the Executive Committee of the Faculty Senate, two of those years as Chair. He has also chaired the following Senate Standing Committees: Student Relationship Committee, Educational Policy Committee, Joint Committee of Faculty and Students, University and Urban Affairs Committee, Professional Ethics and Academic Freedom Committee, Appointment, Salary and Promotion Policies Committee, and the Dispute Resolution Committee. Professor Hill has also chaired the History Department, and given yeoman service to the Columbian School of Arts and Sciences Curriculum Committee, including chairing it during major revisions of the general education requirements. Most recently he has assumed responsibilities as Associate Dean for Faculty Affairs for the Elliott School of International Affairs.

Though we will still have Professor Hill among us, we also wish him joy of the increased time to spend in re-creation in his beloved Maine, and to devote himself to his painting.

Hugh Agnew
Associate Professor
History and International Affairs

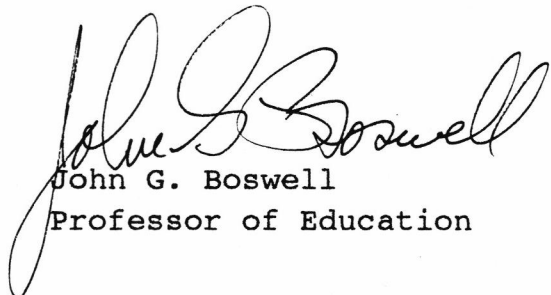
(Read into the record at the Faculty Senate Meeting, May 10, 1996)

A Tribute To Martha Norman Rashid
Professor of Education

Martha Norman Rashid came to The George Washington University in 1962 from Ohio State University to found and direct one of the first Master of Arts in Teaching programs in Elementary Education funded by the Ford Foundation. She became Assistant Dean for Research for the School of Education in 1965, a position which she resigned in 1967 on the death of her husband. She took a semester of leave from her professorial duties in the Fall of 1967 to found and direct the Early Childhood Program of the Central Atlantic Regional Educational Laboratory.

Since that time she has devoted her talents and energy to research, teaching, and program and course development in the area of human development. Among the courses she developed are Adult Development and Aging, and Cross Cultural Studies of Human Development. As a faculty member she has taken an interest in departmental, school and university governance, serving eight years on the Faculty Senate, five of them on its Executive Committee.

Several generations of students will remember Martha for her innovative and active teaching, for her knowledge of human development, and for her empathy and high expectations.


John G. Boswell
Professor of Education

May 10, 1996

A TRIBUTE TO LEWIS A. SCHILLER

PROFESSOR OF LAW

Professor Schiller retires this year after thirty-four years of devoted service to The George Washington University Law School. Professor Schiller is well known to several decades of law students as generous with his time and available to help.

Professor Schiller is also held in esteem by his colleagues throughout the University. He served on the Faculty Senate for four years. In addition, he served as a member of the Committee on Administrative Matters as They Affect the Faculty and the Committee on Ceremonies.

We wish him well in his new endeavors.

May 10, 1996

Lewis D. Solomon

Arthur Selwyn Miller

Research Professor of Law

(Read into the record by

Robert E. Park, Professor of Law)

MEMORANDUM

May 10, 1996

TO: FACULTY SENATE and COMMITTEE, 1996-1997
FROM: ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY
SUBJ: ANNUAL REPORT, 1995-1996

Bob Park

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Committee Mission Statement and Summary of 1995-1996:

Under its mission statement, the committee is to receive faculty suggestions and to identify issues of interest to the faculty in the administration of the University, schools, institutes, etc. It is to investigate and respond to such issues. After reviewing identified

problems, the committee is to seek resolution or to refer the matter to another Senate committee and/or to submit resolutions to the Faculty Senate.

In 1995-1996 one resolution, carried over from the work of the committee in 1994-1995, was forwarded to the Senate for debate and action. It sought reductions in parking fees. It was presented to the Senate by Professor Kahn of Engineering, last year's chair being longer a member of our faculty. The Resolution was vigorously debated, but was defeated.

The new issues presented to the committee in 1995-1996 were all issues amenable to on-going consultation and resolution with the administrative units involved. In each instance the inquiries of the committee revealed a cooperative concern on the part of the administration. These issues are described below in more detail. In summary, the issues concerned: 1) Continuing concerns over the parking fee policies and the data in regard to the cost justification of the present fees; 2) Charges for the replacement of faculty, student and staff identification cards, as to whether these are excessive; 3) Technical support by the Computer Information and Resource Center for software being used by faculty and researchers, and whether such services are adequate; 4) The efficiency with which Human Resources Services supports faculty and divisional personnel recruiting; and 5) The delays in the mailing of applications, university bulletins and other support materials for the recruitment of graduate students.

At the beginning of the year, the committee members were advised by the chair that there was no pending business beyond the parking resolution, that the chair would investigate issues presented to the committee and that the committee would not be convened unless there were issues that required committee action. This procedure was strongly supported by the responses of the committee members. As noted above, the issues presented this year all lent themselves to resolution by reports and recommendations to the administrative units involved. Three issues await further data and will be carried over on the agenda of next year's committee: 1) The parking lot profitability and fee setting policies of the University; 2) The undertaking of a survey of computer users and satisfaction and dissatisfaction with support in the fall term, 1996-1997; and 3) a review of identification card charges relative to costs of the service.

Old Business:

The committee had approved a Resolution On Parking Rates for Faculty Senate action as of the end of the 1994-1995 academic year. That Resolution was introduced May 4, 1995, referred to the Executive committee and was subsequently set for Faculty Senate action in September. A report accompanied the Resolution. Professor Kahn of Engineering presented the Resolution on behalf of the 1994-1995 Committee. There was a vigorous debate. The Resolution was defeated.

New Business:

At the beginning of the academic year a memorandum was sent members of the committee inviting them to raise questions or to forward issues for investigation and appropriate committee action. During the year, a series of questions were raised. These were investigated by the chair. The following notes indicate what was found and the conclusions reached as to each matter.

Should the University Charge Faculty and Staff for the Replacement of I.D. Cards Worn-Out in Normal Use?

It has been the practice of Human Resources Services and of the Access Services Office to charge faculty, staff and students for the replacement of lost, damaged and worn-out identification cards under certain conditions. Such cards are necessary to perform the employee's work, to enter some buildings during off-hours, to enter the library, etc. It was suggested to the committee that replacement of i.d. cards is a normal business expense that should accrue to the University and not to employees.

This matter was raised with Vice President Katz when he was reporting to the Faculty Senate on a proposed multi-purpose identification card. Vice President Katz indicated that he had not known that such a charge was imposed and commented that he found the policy surprising.

The matter was raised with Human Resources Services, which handles the traditional identification card. Ms. Tanya Bell, Records and Benefits Office, explained their practice. She then referred me to the Access Services Office, under Auxiliary Services, which handles the newer card that students in the meal plan use and that is required for access to certain buildings and spaces, e.g., Fungler Hall.

Records and Benefits. The i.d.s that they issue are for general university use. The replacement fee is \$ 2. when the holder has lost the card or damaged the picture. That charge is simply to cover the cost of taking a picture and laminating a new card. If the picture is somehow worn out in normal use, they do not charge for a replacement.

Access Services Office. Because we now have a system in place in a number of buildings that requires another type of card for admission to the spaces, the Access Services Office issues a special card. This card typically has a bar code imbedded in it, which is the means of access to buildings. All of the students on the meal carry this card, since it also has a magnetic strip that keeps their meal account record. As to faculty and staff, no record of the number of such cards issued is kept in the Access Services Office. There is no funding in that office's budget to cover the replacement cards. Anthony Davis is Manager of that office (ext. 4-1795) and was helpful in explaining their practice. His office charges a replacement for all i.d.s that are lost, stolen or damaged. If it is defective as manufactured, there is no

replacement fee. If it is lost, stolen or damaged, the fee is \$ 15. If it is somehow just worn-out, as in the magnetic strip, the record is restored magnetically. As to the access bar code, the cards sometimes split in that area of the card. In such a case, the card is replaced without charge. The optical differential code (bar code), as noted, is imbedded in the card. These do not normally wear out.

Conclusion: The committee chair has asked Mr. Thomas Rogers, Director of Human Resource Services, and Vice President Walter Bortz, to advise the Ms. Bell and Mr. Davis, respectively, that the University wishes them to replace cards at no charge when they are defective, broken or worn-out. This is essentially a continuation of present policy, with the addition of worn-out cards that fail over time through no abuse or fault of the employee or faculty member. The chair has asked Vice President Bortz to review the replacement fee at \$ 15. to assure that it reflects the approximate cost of the service, and if it is higher than the approximate costs, to bring the actual charge in line with the costs. He indicated that he will be pleased to make this review. As a matter of general policy, employees should not be asked to cover the costs of normal wear and tear on equipment or materials used in course of their employment.

Are Faculty Being Left Without Technical Support for Software, such as WordPerfect, Quantro Pro and Paradox?

It was suggested to the committee that certain programs for which the University had held a site license, e.g., Borland products that included Quantro Pro and Paradox, had been supported by technical support contracts and that that service is no longer available. It was suggested that this left faculty without technical support for these programs and that on-campus expertise concerning these programs was limited.

The chair contacted Dr. J. Bradley Reese, Director, (ext. 40108), Computer Information and Resource Center, and described the problem presented to us. He responded. We had the site license for Borland (not WordPerfect) for programs mentioned plus programming languages, etc. GWU spent over \$ 30,000/yr for the site license. We gave it to departments for free. Borland sold Quantro Pro to Novell. Novell then owned WordPerfect and Quantro Pro. We dropped Borland and signed site license with Novell. So, in addition to Word Perfect, Novell then offered Quantro Pro, Paradox (data base system), etc. We had a volume licensing agreement on these and other programs. Correll has now bought these products from Novell. Correll has taken on the same site licensing arrangement. Costs are very modest, e.g., the whole package is only about \$ 50/station. They are still supported. Quantro Pro is available to departments at a very reasonable cost. It is called Perfect Office Pro for the whole package.

As to current technical support, it is available through CIRC. Technical support is not adequate. It is getting better. CIRC just added another position, and will fill that soon. They have established a Central University Help Desk and faculty and staff will be able to call that

desk and get a live voice. As of right now, CIRC is often filled up with walk-in traffic and it is hard to cover all the inquiries.

Brad Reese would be happy to meet with any department, institute, groups of users or committee to discuss university needs, which are expanding rapidly and constantly. He invited any user or member of the committee to call him to discuss these issues individually, if they like, or to drop him a note at REESE@gwis2.circ.gwu.edu, and he will respond.

The question was raised as to whether the committee might be helpful in sponsoring a survey of campus users. Dr. Reese indicated that this has been done for campus research personnel through Associate Vice President Don Lehman's office, and that another survey will be conducted next fall to address the faculty, students and administrators more broadly to determine what support service needs are, where there are gaps, what use is being made of the CIRC, and how services might be improved. He indicated that they would be delighted to provide this data to the committee when it is collected next fall.

Conclusion: The committee should undertake a review of the survey results with Dr. Reese to determine in what particular ways Faculty Senate action may be appropriate and useful. That data will be available in the fall term, 1996-1997.

A Proposal to the Faculty Senate to Oppose Any Increase in Parking Fees Until Income Roughly Balances Actual Costs of the Parking Service.

Professor David Silber reviewed the figures presented by Vice President Katz at the September meeting of the Faculty Senate when the committee's Resolution on Parking Fees was defeated, and concluded that there were problems with those figures. In addition, Professor Silber believed that the University policy resulted in substantial parking costs, which fall on the less highly compensated staff even more than upon faculty. Professor Silber asked that a subcommittee be appointed to reopen these issues and to prepare a resolution for the Faculty Senate to put the Senate on record as opposing any increase in Parking Fees until "there is some balance between the cost of running the parking operation, and the income generated by parking fees."

The chair, unfortunately, lost Professor Silber's letter. The chair apologizes for this oversight. Professor's Silber's request was found in reviewing the files for this report. Prior to appointing a subcommittee, the chair thought it would be helpful to the committee to have Vice President Katz review Professor Silber's memorandum and figures, and submit data and comment to the committee. Upon receipt of Vice President Katz's comments, the two sets of data and comments will be circulated to the committee for its consideration, and a subcommittee appointed to analyze the figures and prepare a Resolution, if the committee so desires.

Conclusion: Upon receipt of information from Vice President Katz, the chair will appoint a subcommittee to confer over the data and to determine whether further action, including the possibility of a newly framed resolution for the Faculty Senate, is appropriate.

Human Resources Services Support for Faculty and Research Staff Recruiting.

Introduction. This issue concerns a recurring problem, that of matching new positions or regraded or redescribed staff positions to the university's employee classification system. That system preserves uniformity of grade classifications and compensation, and helps determine promotions and transfers and recruiting of new personnel. It is common when contracts with outside sources or grants are sought to have positions described therein that do not match the university system. These positions must then be reconciled. There is often a peak in demand for this service. Human Resources has assigned three people, including the supervisor, to this work. They are thought to be very skillful and conscientious, and the process works fairly well. Problems are less likely to arise when the requests come from personnel managers who frequently engage in this process and therefore are highly familiar with the available classifications and can accurately describe what is distinctive or special about the new position. This process is most difficult for researchers or faculty who are only occasionally involved in the process and have a limited sense of the problems of uniformity or of the diversity of positions against which comparisons may and must be made. This process is reviewed in more particular detail below.

The matter was discussed at great length with Tom Rogers, Director, Human Resources. The following notes are usually from his perspective. A "new position" or a redefined position represents special problems. The process to classify a job or to reclassify a job starts with a departmental description of what it wants in a job. From that list of bullet elements, we start with a job position classification Compensation Analyst. That process is never fast enough because a department or program wants to fill it quickly to get the person to work. But the process that we have to follow -- to keep university jobs uniform in description, transfer opportunity, compensation, etc. -- is fair and objective. If an entirely new position is to be added to our list of hundreds of positions, it takes longer. A lot of departments want their positions to be uniquely defined to their needs, but from a general personnel point of view, a generic classification permits better administration. The creation or redefining of a position requires an inductive dialogue. We have a standard procedure that begins when a special request is filed, which must be signed by a Vice President or Dean. We want those who are responsible for the budget to monitor the classifications so that we don't have a constant inflation of positions. We tell the applying faculty or researchers that it takes four to six weeks to make a new classifications. It doesn't take that long if it is a standard classification, or a standard classification will do. And it can be done more quickly if there are not 40 or 50 positions pending. For example, for the period from Jan through March, for Univ and med Center, we had 236 requests for evaluation or creation of a position. We processed in that same period 253 positions.

There are three compensation analysts, including the manager of that unit. Committee: What are you doing to monitor 1) efficiency; 2) breakdowns; 3) emergency priorities? Ans: Prioritization is usually in chronological order, but if we have multiple requests from a particular area and there is great pressure for a new one, we go to the Dean or VP and give them a chance to reorder their own requests to meet special needs. For example, in ERIC, they can go to their Dean or Associate Dean to get the emergency case accelerated. AND, if necessary, we will talk to VP for Academic Affairs to expedite one.

ALSO, the more the individual school or division works at making sure that job is compared to appropriate other jobs in the unit, it is facilitated. E.g., if it can be classified like an existing classification, it can be expedited.

We almost take dept or school evaluations at face value if they are efficient in using the existing classifications. When it is a new one, the accuracy of the job description, rather than a mere conclusion as to how it should be classified, helps. The more savvy and experienced the administrator, the faster it works.

For the most part, the breakdowns come from an incomplete description of the job, a confusing description of a job, the limited information available. We have objective and professionally comparable standards that we use. The College and University Personnel Association, e.g., provides data on salaries, classifications unique to academic institutions -- admissions officers, bursars, etc., that are not in private sector. On health care, we use health care associations. We use the Washington Personnel Association for non-profit organizations.

Sometimes there is an outright disagreement between Human Resources' best judgment and that of the unit. But in the last ten or eleven years we have not had one case in which we have had to have a third party referee a disagreement over a final classification. Under Elliott we had a committee to deal with these conflicts, but we made it a goal to work them out without that kind of appeal to the Vice Presidents.

The chronic and very human problem is that the process involves comparing my secretary with your secretary, my special assistant compared with your special assistant.

Potential committee recommendations: a) Better training of unit personnel in making job descriptions; b) Better training for using university classifications in writing of grant or contract proposals so positions will fit when they are to actually be filled; c) Better use of negotiating process; d) After the requesting depts, etc. have gone through grant and contract process, if they appreciate that they must reduce those terms to the classification system -- since a grant or contract does not automatically create the job or classification, it will help the planning and negotiation; and e) In emergencies, informed and data based uses of Deans and Vice Presidents can help.

There are 7 or 8 different kinds of secretaries, what do you expect to pay, how will their duties be described, etc., that complicate the process. In our on-going management training curriculum -- one module strictly addresses classification and compensation issues. We require managers and supervisors to take this module within the first year of their appointment to those positions. Most of the schools have adept associate deans who collaborate with us. Some of the really large grants don't go through the schools, and this can cause problems. Most big non-academic depts have such a person, e.g., Ann Webster for Bob Chernak -- from Athletics, etc.

As to the future, we are not likely to have more people at Human Resources, so we need to emphasize working through the coordinator. The three people who are doing this work prodigious hours and are very capable -- the volume and communication problems are staggering. The research areas often do not have continuing experience in this process and need to be guided through it. We keep an electronic log of each request and we keep statistics on the life of the review and the outcome. The classification manager and I review those requests that are outstanding for 30, 60 or 90 days, and I will jump in to help break the log jam when that will help. We are always looking for ways to improve communication, service, efficiency, liaison, etc. and open to suggestions.

Conclusion: The responses suggested that the process is quite professional and as efficient as a program of highly volatile and cyclic variations in demand is likely to be. The Director was open and eager to work with anyone who has a special problem. More of an emphasis in orienting those who are likely to be requesting new classifications by their schools and divisions might make the process more efficient, too.

Timely Support for Graduate Applications in Mailing of Applications and Bulletins.

A suggestion was made to the committee that student recruitment may not be adequately supported by the Office of Admissions. It was noted that the school of the professor raising this issue tried to respond to student inquiries within 48 hours, and that the names were forwarded to the admissions office promptly. Nevertheless, the school found that it sometimes took as long as four to six weeks for the students to receive the application forms and University Bulletin.

Inquiries were made. This appears to be primarily a problem of the graduate schools. Professor Kurt Darr's report indicates that the undergraduate admission process seems to be working well.

As to the graduate schools that do not do their own processing of applications and bulletin mailings, the process goes through Lou Reynolds. The process has changed in the last few years somewhat, and the process of holding up a school's requests until a batch of 200 could be collected is no longer a problem. It is necessary to mail in batches of at least

200 to take advantage of the 2nd class mail rate, but since the graduate school mailings are consolidated, there is no significant wait for the mailing.

One must understand the costs involved. A mailing of an application first class costs approximately \$ 1.25. Mailing it second class costs 24 cents. There were over 120,000 graduate applications last year, and over 110,000 of those involved mailings, so the cost savings are enormous. Mailing a bulletin is a separate undertaking, but the costs are approximately equivalent for each mailing, \$ 1.25 versus 24 cents.

The core problem is that second class mail is slow. It often takes two, three or more weeks for the student applicant to get the application or the bulletin. In the fall, when the deadline is still some time away, this is less important. To meet the more urgent needs of students whose inquiries arrive shortly before the deadline, first class mail is then used for the mailings, but it is very expensive.

Some schools undertake their own mailings and use first class more liberally, but the costs are substantial.

The process is highly seasonal and temporary personnel are hired to avoid a backup. The problem is not in the processing on-campus, but in the mail service. In July, August, September and October, more than 10,000 per month are sometimes processed.

New Technology. The Answer? Increasingly, students are encouraged to use and are using three forms of electronic application. The cost is lower and the process is far faster. Diskettes with the application on them are mailed first class. E-mail is available to the students, and they can obtain an application and file it in this manner, at almost no cost to themselves or the university. Electronic applications can be processed faster. In addition, as a third option, students may use internet and GW's homepage to get an application and file it. GWIS2 is available to the students. Engineering, business and computer science students are using these formats in significant volume. At Georgia Tech over 25% of their total applications are filed electronically. This should increase here over time, and students should be encouraged to use this form for faster service and greater efficiency.

In addition, the university is now using an alternative application form that can be included in the information brochures. It is on lighter paper and can be mailed at far less cost than the old version.

Conclusion: This is a difficult problem that is under constant study. The problem of second class mail is intractable. Alternatives are available and encouraged, and graduate students with a short time frame can be encouraged to file electronically. The committee invites further comment on this issue if there are aspects that this review does not address.

FACULTY SENATE

COMMITTEE ON APPOINTMENTS, SALARY, PROMOTION POLICIES

May 10, 1996

Annual Report 1995-96

1. During this term the ASPP Committee forwarded three resolutions to the Faculty Senate for action. Resolution 95/6, "A RESOLUTION TO AMEND THE FACULTY CODE TO REQUIRE ESTABLISHMENT AND PUBLICATION OF PROCEDURES FOR REAPPOINTMENT" (co-sponsored by Prof. Ethics and Acad. Freedom Cte), was approved at the Senate meeting of Jan. 19, 1996. Two other resolutions have been forwarded for the agenda of the May meeting of the Senate: "A RESOLUTION TO AMEND A PREVIOUSLY ADOPTED RESOLUTION (95/2) WITH RESPECT TO LEAVE" (96/2), and "A RESOLUTION TO AMEND THE FACULTY CODE TO ALTER THE DATE OF NOTIFICATION OF SALARIES" (96/3). Each resolution was accompanied by a Special Report explaining its provisions and rationale.
2. The Committee also sent to the Senate two additional Special Reports, one forwarding a Report by the Interim Academic Vice President on "Faculty Salaries 1995-96", and a second accompanying a Report by its Subcommittee on Market Basket Revisions. Both were also placed on the May agenda of the Senate.
3. Early in the term the Committee was pleased to advise the Senate that GWU had joined the Tuition Exchange Program and that faculty would be eligible to apply during the Fall term for AY 1996-97. Updating our Fall report, the Committee has been informed by Benefits Manager Patricia Scott that there were 23 applicants and, based on the applicants' length of service, four candidates were initially selected. There has been some movement off and up on the list, but so far all of the candidates making the list have been faculty. It also appears that GW has had no difficulty finding worthwhile candidates from other schools for benefits here. Thus we are pleased to congratulate the Administration for providing what appears to be a well-appreciated extension of our existing tuition benefit for dependents.
4. The Committee also reported earlier that the University was moving forward to develop a Child Care facility to be available to faculty and staff next year. Most faculty by now will have received a letter from President Trachtenberg announcing the opening of the Center next fall. Again, this appears to be a benefit long-desired and likely to be well-appreciated by faculty, and the Committee expresses its thanks to a large group of faculty and administration officials who worked to bring this important facility to realization.
5. The Committee agreed that the following items, on some of which considerable work has already been done this year, should be items of continuing business for next year's ASPP Committee: (1) A study

of salary disparities across schools (as evidenced in the IVP's "Faculty Salary Report 1995-96", above): (2) continuation of a review of Summer Sessions' compensation policies (coordinating with a similar project by Educational Policy Committee); (3) continuation of a study of retirees' medical benefits (in coordination with the Task Force on Early Retirement); (4) initiating a review of salary policies for part-time faculty; (5) if Resolution 96/2 (above) is approved, developing (in conjunction with the Office of Academic Affairs) procedures for implementing these new policies; (6) resuscitation of an earlier review of interdisciplinary appointments.

6. In preparing this Annual Report on behalf of the Committee, the Chair would be remiss if he did not thank the members for showing throughout the year an exceptional spirit of cooperation, initiative and responsibility, all essential ingredients in a productive year for the Committee. Thanks also are expressed on behalf of the Committee to Interim Vice President for Academic Affairs Lee Salamon for her high level of cooperation with the year's work. We also thank Vice President Bortz and Assoc. VP Kaplan for their help. The Chair also thanks Lidia Pedemonte and Christopher Tang of the Philosophy Department for their help with Committee work.

RESPECTFULLY SUBMITTED FOR THE COMMITTEE:



William B. Griffith, CSAS, Chair

Members of the Committee:

Abravanel, E., Psychology
Freund, M., Teacher Prep & Sp. Ed.
Harper, E., Physics
Hill, P., History
Horbach, N., OB/GYN
Jabbour, G., Finance
Katz, I., Mathematics
Koering, M., Anatomy
Lynch, S., Teacher Prep & Sp. Ed.
Quitslund, J., English
Sarkani, S., CMEE
Weitzer, R., Sociology
Wirtz, P., Mgt Sci

Ex Officio:

Bortz, W., VP Admin & Info Svcs
Boswell, J., Exec Cte Liaison
Katz, L. VP and Treasurer
Salamon, L., Interim VP Acad Affairs

ATHLETICS AND RECREATION A Committee of the Faculty Senate

1995-1996 Annual Report of the Committee to the University Senate.

1. The committee met seven times during the year.
2. The committee reviewed the circumstances that involved the University and Mr. Ritchie Parker. As a result, the committee made a report to the University Senate on December 8, 1996; the report is part of the Minutes for that meeting.
3. The committee discussed the upcoming NCAA certification process for the athletics program at GWU. That certification process is scheduled to begin during the 1997-1998 school year, with the actual site visit taking place during the 1998-1999 year. The Senate Athletic Committee of 1996-1997 will be aiding the University in preparing for the certification.
4. The committee was pleased to welcome several coaches who discussed their teams' development and growth.
5. The committee commends the sports teams' accomplishments during the 1995-1996 year. The Senate is asked to recognize the merit and accomplishments of our fine teams by adopting the following proclamation:

"The GWU University Senate recognizes that excellence in sports is being achieved. The Senate Congratulates and commends the University's sports teams for their outstanding achievements and record during the 1995-96 school year."

Respectfully submitted,


David Silber, Chair

Edward A. Caress

Arthur Kirsch

Donald Paup

David Rowley

Patricia Sullivan

Herbert Weintraub

Nathan Curtis (student Rep.)

Committee on Educational Policy

Annual Report

May 1, 1996

The committee has met seven times. The following matters are being addressed by the committee:

(1) **Academic Calendar:** A member of the Educational Policy Committee, Mary Granger, was appointed to serve as liaison on the University Calendar Committee

(2) **Impact of student-run course evaluation:** Use of these evaluations by the administration was discussed. Elizabeth Alexander reported that the Council of Deans supported the concept of student run evaluations and their use for student course choice. The Council suggested that other forms of evaluation were more appropriate for faculty and administrative use. Determination of the use of course evaluations by each school should be considered by the committee.

(3) **Code of Academic Integrity:** The committee discussed the implementation of the Code. The committee developed suggestions for informing the faculty about promoting academic integrity and understanding the new Code. These ideas were presented to the faculty subcommittee of the Code Implementation Team.

(4) **Required course syllabi:** Student reports that course requirements and objectives are not made available by all instructors were discussed. An informal survey of availability of course syllabi was conducted to determine the need for a resolution. The committee developed a resolution to require written course information sheets for all courses. The University Teaching Center has prepared a faculty syllabus guide/checklist.

(5) **Consortium Policies:** The need for clarification and written policy on several consortium issues was discussed. The following was completed:

- a. Current oral tradition does not permit registration for a course through the Consortium that is offered at GW in the same semester. A written policy was developed.
- b. The policy stating that no students may transfer credit from a consortium university to GW was reviewed. Reconsideration of this decision for summer school only was recommended. The policy was changed to permit transfer of summer courses only by students who are legal residents of Virginia, Maryland or the District of Columbia who register at their state institution.

Written guidelines were developed and published.

- c. Restriction of Consortium registrations until the end of general registration was discussed. It was recommended that this deadline be maintained.
- d. The value of Departmental approval (vs advisor) approval for Consortium registration was discussed. No change was recommended.

5. **Summer Sessions:** In our work on Consortium regulations, several questions about summer school arose. The Director of Summer Session made a presentation to the committee on summer school enrollment goals and tuition rate. Attached is an outline of the areas covered. The committee decided to begin work on clarifying policy guidelines for minimum enrollment in summer sessions for faculty. (see attached questions addressed)

6. **Textbook order dates:** Concerns include early ordering date for texts, book return policies, and how number texts ordered is set. The textbook manager will be invited to discuss these issues.

7. **State of academic computing on campus:** Several concerns over academic computing were brought up. Support for software faculty choose to use in their program is a matter of concern. CIRC will not support a variety of software chosen by certain departments. Other concerns were (a) the capacity of the University to handle increased use of e-mail, Aladdin, gwis2 etc. (b) availability of hardware to any faculty member (c) currency of software in labs (e.g. Windows 95). A presentation by CIRC is recommended as a start to reviewing these problems.

Committee members:

Dennis Basara
Paul Churchill
Mary Granger
Edmund Harpur
Max Ticktin

ex officio:
Elizabeth Alexander
Robert Chernak
Donald Lehman
Linda Salamon
Brian Selinsky
Fred Siegel
Daniel Small
Lewis Solomon
Scott Stebelman

Submitted by:


Diane M. Brewer, Chair



175TH ANNIVERSARY 1821-1996

SUMMER AND EXPERIMENTAL PROGRAMS

MEMORANDUM

Date: March 12, 1996

From: Donna Scarboro, Director Summer and Experimental Programs *Donna Scarboro*

To: Diane Brewer, Chair
Educational Policy Committee

Subject: Comments on Summer Sessions Issues

At your request, I am forwarding a written version of my comments, made January 26 to the Faculty Senate Committee on Educational Policy. I appreciate both the opportunity to discuss these issues with the committee and the thoughtful questions the members raised regarding summer school.

My comments to the committee covered two areas:

1. What are the goals of Summer Sessions in terms of class size, enrollment targets, number of courses offered, and tuition rate? (Pages 1-5)

2. What is the rationale for the policy governing summer enrollment of GW students at consortium schools? (Page 6)

I've also included comments on an issue raised by the committee at a later meeting, which you conveyed to me by electronic mail. That issue was

3. What is the policy governing minimum enrollment and how frequently and with what rationale are exceptions made? (Pages 7-9)

I trust these questions cover the Committee's inquiries about Summer Sessions at present. If not, I hope you will let me know.

cc: Sharon Rogers, Linda Salamon

**Annual Report of
Senate Committee on Faculty Development and Support
(1995-96)**

It was a relatively quiet year for the Committee on Faculty Development and Support. We met once to consider the the annual report on Recruitment and Retention of Minority and Women Faculty submitted by Interim Vice-President Salamon to the Faculty Senate on January 19, 1996. The committee had consensus that the university is moving in the right direction as far as the recruitment and retention of minority and women faculty is concerned.

Members:

Professor Murli M. Gupta, Chair
Professor Prabir K. Bagchi
Professor Joyce Evans
Professor Joseph Greenberg
Professor Yolanda C. Oertel
Professor Debra Sheldon
Professor Sana O. Tabbara
Professor Stuart A. Umpleby

ex officio:

Mr. Walter M. Bortz
Mr. James E. Clifford
Ms. Rebecca Jackson
Dr. Sharon J. Rogers
Professor Melvyn L. Elgart, Executive Committee Liaison

Respectfully submitted



Murli M. Gupta
April 30, 1996

The George Washington University

1995-96 Annual Report Of The Fiscal Planning & Budget Committee

I. Report on the Status of the Centuries Campaign

The Centuries Campaign was announced at the "kickoff" in February, 1996. At that time 35% (\$105 million) of the \$300 million goal had been raised. The campaign is on schedule to exceed its 40% (\$120 million) by June 30, 1996. The current status of various schools (and percent of goal represented by commitments) is given below:

	Commitments	% Goal
Medical Center	\$42.6 million	(34%)
Law School	\$14.7 million	(42%)
Arts & Sciences	\$15.7 million	(52%)
Business & Public Management	\$6.7 million	(34%)
Elliott School	\$4.3 million	(36%)
Engineering	\$5.5 million	(55%)
Education	\$1.4 million	(28%)
Overall	\$117.4 million	(39%)

One important new trend in giving is the rising importance of deferred gifts. Approximately one-third of giving consists of bequests, unit trusts, annuity trusts, etc. Although irrevocable pledges of deferred gifts do not become available for current spending purposes, they are very important sources of support and GWU follows generally accepted practice by including a portion of the gift as a current commitment. For bequests, the presented discounted value of the amount committed, based on actuarial estimates of the date of receipt, is counted as a current commitment. For unit trusts, the face amount committed today is counted because the funds are under professional management and will presumably increase over time. Thus \$1 million committed to a unit trust today will likely exceed \$2 within 7 years. Accordingly the full \$1 million is included in current commitments.

II. Significant Budget Developments, Including FY 1997 Budget

Although the Committee has generally focused on the University portion of the budget and neglected the fiscal condition of the Medical Center, the special condition of the Medical Center is discussed briefly here. It is important to differentiate between the School of Medicine, which has experienced a significant increase in students (FY95 is almost 10% above FY93), and the Hospital and HMO. For example the Hospital inpatient volume declined 12% during each of the past two years and is projected to fall 5% from FY96 to FY97. The HMO reported a significant loss rather than an expected profit. There have been significant, non-sustainable losses in the overall Medical Center operations. Obviously, the University administration is well aware of these problems and is attempting to eliminate losses. During much of academic 1995-96 there was an expectation that the Hospital and HMO would be sold. Recent developments make plans for such a sale less certain. The Committee will continue to monitor events and hopefully will provide a more informative report in the fall.

In keeping with previous budget reports, we report significant features of the FY 1997 budget which was recently formulated, the FY 1996 projected expenditures, and actual FY 1995 expenditures. The points made below refer to the portion of the budget attributable to University operations.

1. Total revenue for FY97 is budgeted to increase 14.8 million (4.6%) over projected FY96 revenue. with 85% of the increase due to higher net tuition revenue. Student fee increases range from 3.4% for Law students to 4.9% for undergraduates.
2. Net undergraduate tuition revenue (gross tuition less financial aid) increased substantially according to current projections for FY96 and the FY97 budget contains another significant increase. Specifically, net undergraduate tuition revenue rose from \$49 million in FY94 to \$57 million in FY95, to \$64 million in FY96 projections, to \$69 million in the FY97 budget. The rising revenue is due in part to a reduction in the discount rate from a high of 44% in FY94 to 38% in the FY97 budget.
3. Net graduate tuition revenue, which had expanded significantly, is projected to be flat at \$65 million, with a slight increase in the discount rate from 17 to 18%, and a small fall in the total number of students.
4. The payout rate from endowment remains 5.5% of a moving 3 year average of endowment value. This contributes 6.7% of the operating budget and annual fund contributions comprise another 1.6%. The program of dedicating a portion of endowment to classroom renovation continues during FY97 with \$1.5 million budget for this purpose and another \$1.5 million is budgeted for startup of new academic programs.
5. The Libraries received a substantial expenditure increase amounting to over 10%. The Committee has in past years called attention the past to the declining percentage of expenditures dedicated to the libraries and welcomes this change in trend.

The university operating budget, for FY1997 is attached to this report.

Respectfully Submitted by the members of the Faculty Senate Fiscal Planning and Budget Committee; Edward Cherian, Diane DePalma, Charles Garris, William Griffith, Robert Harrington, John Kwoka, Salvatore Paratore, Henry Solomon, Robert Smyth and Anthony Yezer (chair).

UNIVERSITY OPERATING BUDGET, FISCAL YEAR 1997

Total Operating Funds – Summary

(Excluding Medical Center)

(In Thousands of Dollars)

	FY 95 ACTUAL	FY 96 PROJECTED	FY 97 BUDGET	INCREASE/ (DECREASE) (1)	% INCREASE/ (DECREASE) (1)
Revenue:					
Student Fees	\$230,601	\$239,384	\$252,251	\$12,867	5.4%
Grants & Contracts					
Program Funds	31,555	32,354	33,400	1,046	3.2%
Indirect Cost Recoveries	3,611	3,775	3,875	100	2.6%
Auxiliary Enterprises	37,655	38,524	39,608	984	2.5%
Contributions	3,615	3,917	4,075	158	4.0%
Other	7,366	7,358	7,041	(317)	-4.3%
Total Revenue	314,403	325,412	340,250	14,838	4.6%
Expenses:					
Instruction & Departmental Programs	114,256	119,205	124,554	5,349	4.5%
Sponsored Programs	29,269	30,944	31,774	830	2.7%
Libraries	6,582	6,969	7,710	741	10.6%
Student Services	14,355	15,189	15,492	303	2.0%
Student Aid	57,403	58,825	62,909	4,084	6.9%
Administration & General	21,685	23,394	24,891	1,497	6.4%
Maintenance & Operation of Plant	17,744	19,566	20,122	556	2.8%
Auxiliary Enterprises	25,690	27,638	27,991	353	1.3%
Other	5,787	5,473	5,638	165	3.0%
Total Expenses	292,771	307,203	321,081	13,878	4.5%
Other Changes in Net Assets:					
Reclassifications	(295)	24	8	(16)	-66.7%
Capital/Investing Net Assets					
Used to Support Operations	18,117	16,872	17,349	477	2.8%
Operating Net Assets					
Used for Debt Service	(14,527)	(15,879)	(14,708)	(1,171)	-7.4%
Used for Equipment	(8,838)	(9,594)	(9,864)	270	2.8%
Designated for Capital Purposes	(13,685)	(8,536)	(9,522)	986	11.6%
Designated for Investing Purposes	(1,096)	(121)	(332)	211	174.4%
Total Other Changes in Net Assets	(20,324)	(17,234)	(17,069)	(165)	-1.0%
Reserves: (2)					
Investment Properties	0	700	700	0	0.0%
Interest Rate Reserve	0	275	1,400	1,125	409.1%
Total Reserves	0	975	2,100	1,125	115.4%
Change in Net Assets	\$1,308	\$0	\$0	\$0	

(1) Compared to FY 96 Projected.

(2) FY 97 Budget reflects reserves at the Board authorized levels. The Interest Rate Reserve represents a \$300,000 increase over the FY96 base of \$1.1 million.

Committee on Professional Ethics and Academic Freedom

1995-1996 Annual Report

The Committee on Professional Ethics and Academic Freedom held six meetings during the 1995-1996 academic year.

Three resolutions were presented to and adopted by the Faculty Senate. Resolution 95/1, proposing amending the Faculty Code to delete the provisions relating to retirement because of age, prepared by the 1994-1995 Committee, was adopted, as amended by the Faculty Senate on May 4, 1995. Resolution 95/6 proposing amending the Faculty Code to require establishment and publication of procedures for reappointment, was presented jointly with the Committee on Appointment, Salary, and Promotion. It was adopted by the Faculty Senate on January 13, 1996. Resolution 95/7, providing for faculty involvement and consultation with respect to ongoing accreditation of academic programs, was adopted by the Faculty Senate on March 8, 1996.

A fourth resolution, proposing amending the Faculty Code with respect to faculty consultation and recommendation in the selection and continuance of academic administrative officers, was submitted to the Executive Committee on March 6, 1996. It was referred back to Committee for clarification on April 8, 1996. Accordingly, this matter will be the first item on the 1996-1997 agenda of the Professional Ethics and Academic Freedom Committee.

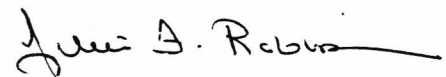
The Committee has taken preliminary steps in considering respective responsibilities and jurisdiction of faculty and administration with respect to department and school by-laws. This is being undertaken pursuant to a request by the Executive Committee. The Committee has been in contact with the office of the Academic Vice President, requesting copies of the by-laws of all academic departments and schools.

Other matters considered by the Committee include the following. The Committee expressed its concern to the Executive Committee over the continuing practice of incorporating the "voluntary" \$50 library gift on student tuition billing. It has received a response from the Executive Committee indicating that the matter is under review by the Administration and a detailed response from the latter was forthcoming. At the request of the Executive Committee, the Committee considered questions raised by the case of Richie Parker with respect to the recruitment decision making process. The Professional Ethics and Academic Freedom Committee recommended that rather than reviewing the details of this case, attention should be focused on future decision making and faculty participation in undergraduate student recruitment and admission. It recommended that the Senate Committee on Admissions Policy, Student Financial Aid, and Enrollment Management formulate

recruitment policies and procedures and, as necessary, participate to the extent appropriate in the review of candidates for admission.

On May 1, 1996, the Professional Ethics and Academic Freedom Committee received notification from the Executive Committee that an ad hoc faculty committee was being formed with respect to the planning for the School of Public Health and Health Services. Accordingly, when the 1996-1997 Committee membership has been established, one member of the Committee will be appointed to serve on the ad hoc committee.

Respectfully submitted,



Lilien F. Robinson, Chair

Members of the Committee

David Goodenough
Robert J. Harrington
Kim J. Hartswick
Gerald P. Johnston
Walter K. Kahn
John Lobuts, Jr.
Mary H. McGrath
Michael F. Moses
Howard C. Pierpont
David Robinson, Jr.
Carmelita Tuazon
Harry E. Yeide
Edward A. Caress, ex officio
Mary H. Futrell, ex officio
Debra Fields, ex officio

Senate Committee on Research
ANNUAL REPORT
1995-96

The Senate Committee on Research met three times , once jointly with Advisory Committee on Research.

During the Fall Semester of last year, Draft Policy on Patents and Scholarly Works was referred to the committee by the Faculty Senate for review and recommendations. Some issues with regard to the draft policy were raised by faculty members. After a thorough discussion the policy was revised and unanimously approved by the committee. On behalf of the research committee, a resolution endorsing the revised policy on Patents and Scholarly Works was presented to, and approved by, the Faculty Senate on April 12, 1996.

Committee members

R. Achrol
P. Bagchi
B. Berman
D. Bjelajac
C. Garris
D. Hawkins
H. Junghenn
R. McNellis
M. Pardavi-Horvath
C. Rohrbech
F. Wolff
M. Haque, Chair

Ex-officio members

C. Filstrup
D. Lehman
L. Soloman

ANNUAL REPORT
OF
THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE
1995-1996 SESSION

The Executive Committee established the agenda for seven regular meetings and one special meeting during the 1995-1996 Session. A tabulation of resolutions passed by the Senate is attached. The response of President Trachtenberg will be distributed when available.

The Executive Committee referred a variety of matters for consideration and action to standing committees, including the role of faculty in the admissions process and in the admissions of athletes. The Executive Committee has been working with the Special Faculty/Administration Committee to develop a consistent policy on faculty retirement. The Executive Committee received a report from Professor Schechter, Chair of the Special Committee on Senate Representation and Terms. In response to this report the Executive Committee forwarded a resolution to the Senate enlarging the Senate's membership by adding an additional member from the Elliott School of International Affairs.

In the spirit of shared governance, the Executive Committee proposed to the Administration that a representative of the Senate be allowed to attend meetings of the Council of Deans. The Administration granted this request for the 1995-1996 session.

The Executive Committee received from the Interim Vice President for Academic Affairs procedures for responding to complaints of sexual harassment. Comments on the proposed procedures were forwarded to the Administration which will incorporate them in a revised draft, to be returned to the Executive Committee during the 1996-1997 session. The revised draft procedures will be forwarded to the Professional Ethics and Academic Freedom Committee.

The Executive Committee forwarded a resolution to the Senate establishing a special joint Faculty-Administration-Trustee Committee to formulate an all-encompassing University-wide conflict of interest policy for review by the Board's Academic Affairs Committee. A report of this committee and its recommendations will be forwarded to the Faculty Senate by December 1996.

The Senate Research Committee forwarded to the Senate a resolution on The Policy on Patents and Scholarly Works. The resolution was passed at the

April 12th meeting and the Administration has been asked to implement this new policy.

The Joint Committee of Faculty and Students forwarded a resolution of Proposed Revisions to the Code of Student Conduct. The Faculty Senate approved the revised Code of Student Conduct and forwarded it to the President and the Board of Trustees for approval.

The Faculty Assembly was convened in October 3, 1995 and in February 1, 1996. President Trachtenberg addressed the October Assembly and presented an address on the challenge of the 175th Anniversary of the University. Professor Pelzman and Interim Vice President Linda B. Salamon presented statements on the challenges in the future relationship between the University Administration and the Faculty. Both presented statements affirming a commitment to shared governance as dictated by the Faculty Code. The Faculty Assembly at its February meeting approved the enlargement of the Faculty Senate by adding an additional Senate representative from the Elliott School of International Affairs.

The Executive Committee arranged for the presentation of a number of special reports to the Senate. The topics were the Annual Report on Recruitment and Retention of Minority and Women Faculty (Interim Vice President Salamon); The One-Card campus security system (Mr. Louis H. Katz, Vice President and Treasurer); The anniversary of the NIH Credit Union branch located at the University (Mrs. Adla D. Ismeail, Manager); and Child Care Center Update (Mr. Louis H. Katz, Vice President and Treasurer).

The Executive Committee received faculty grievances in the School of Arts and Sciences; in the School of Medicine; in the Graduate School of Education and Human Resources; in the School of Engineering and Applied Sciences; in the School of Media and Public Affairs. In each case, the Executive Committee made inquiries and appointed Special Mediators.

In the case arising in the School of Medicine, a preliminary hearing was held and the issue forwarded to the Dispute Resolution Committee. The Dispute Resolution Committee reported on December 7, 1995, that the complaint was dismissed and the matter was deemed closed under Faculty Code Procedures Section E(3) (b) (3). In the case arising in the Graduate School of Education and Human Resources, a Formal Hearing and an Appeal was completed. In one of the cases arising in the School of Arts and Sciences, the Special Mediator, Professor Izumi, reported that a satisfactory resolution was achieved in the matter. In one of the cases arising in the School of Media and Public Affairs, the matter has been forwarded to the Dispute Resolution Committee. A Hearing Committee is scheduled to hear this matter later in the year.

At the December 1995 Senate meeting, a statement from the "Concerned Basic Sciences Faculty" was read into the record, regarding the process used in developing the Institute of Biomedical Sciences and the development of a curriculum for the Biomedical Sciences program. The Executive Committee started a dialogue with both the Administration and the "Concerned Basic Sciences Faculty" and determined that when it came to the development of a curriculum for the program, the participation of faculty was limited to faculty appointed by the Administration. The Executive Committee learned that despite assurances from the Administration a curriculum was, in fact, developed without full faculty participation and was scheduled to be presented to the Curriculum Committee of Columbian School. This Administration action was in violation of the Faculty Code (Section D.) Despite the instructions by President Trachtenberg to the Dean of Columbian School, at the March 8th Senate meeting, to resolve the matter within the Faculty Code guidelines, the matter was not resolved. Consequently, the Executive Committee at the April 12th meeting presented a resolution whereby the curriculum proposal developed by the appointed faculty committee must be "returned to the affected departments and programs for a vote by the regular, active-status faculty of those departments and programs before being sent to the curriculum committee of Columbian School." The resolution was adopted by the Faculty Senate.

A second issue concerning a violation of the Faculty Code by the Administration, which came to the attention of the Executive Committee, was the development of a "school within a school." This issue involves the re-naming of the National Center for Communication Studies to the School for Media and Public Affairs which will be a School within a Columbian School. The change in name was presented to the Board of Trustees on February 8, 1996, indicating that the Columbian School's Deans Council approved the name change. The Executive Committee was subsequently informed by the Chair of the Columbian School's Deans Council that they did NOT approve this name change. This issue is of great concern to the faculty because the Faculty Code in Section IX provides that the Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make a recommendation on proposals concerning the creation, consolidation, or elimination of schools, colleges, or other major components of the University. The position of the Executive Committee remains that when the Administration is forming a School, the Senate should be consulted. If the Administration is not forming a school, but something which is a super-department, then it should not be confusing the Faculty Code and creating a misrepresentation by calling something a school when it is not a school. This matter will be discussed further at the 1996-1997 session of the Faculty Senate.

The 1995-1996 Session of the Faculty Senate, as a whole and through its standing and special committees, has considered and dealt with matters central to the concept of shared governance between the Faculty and the Administration. The Executive Committee is deeply grateful to the Faculty

Senate members and colleagues throughout the University for their dedication, support, and hard work. The Committee also extends special thanks to Ms. Doris Trone and Ms. Susan Campbell for their contribution to the realization of the goals of the Faculty Senate. Their efficiency, effectiveness and sustained conscientiousness are greatly appreciated.

Respectfully submitted,



Joseph Peizman
Chair, Executive Committee of
the Faculty Senate

Members of the Executive Committee:

John G. Boswell
Yvonne Captain
Mervyn L. Elgart
Ernest J. Englander
Walter K. Kahn
Lewis D. Solomon

ex officio:

Stephen Joel Trachtenberg, President

RESOLUTIONS 1995-96 SESSION

Resolution No.	Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
95/1	5/4/95	A Resolution to Amend the <u>Faculty Code</u> to Delete the Provisions Relating to Retirement Because of Age	Adopted, as amended, 5/4/95	Approved by the Board of Trustees 10/27/95
95/2	5/4/95	A Resolution to Amend the <u>Faculty Code</u> with respect to Leave	Adopted 5/4/95	Returned to ASPP Committee
95/3	9/15/95	A Resolution on Parking Rates	Defeated 9/15/95	
95/4	12/8/95	A Resolution to Amend the <u>Faculty Organization Plan</u> with Regard to the Composition of the Faculty Senate	Adopted 12/8/95	Approved by the Board of Trustees 2/8/96
95/5	1/19/96	A Resolution to Establish a Special Joint Faculty-Administration-Trustees Committee to Formulate an All-Encompassing University-wide Policy on Conflict of Interest	Adopted 1/19/96	
95/6	1/19/96	A Resolution to Amend the <u>Faculty Code</u> to Require Establishment and Publication of Procedures for Reappointment	Adopted 1/19/96	
95/7	3/8/96	A Resolution on the Role of Faculty in the Accreditation of Academic Programs	Adopted 3/8/96	
95/8	3/8/96	A Resolution of the Faculty Senate Regarding Proposed Revisions to the Code of Student Conduct	Referred, 3/8/96 Adopted, as revised 4/12/96	Referred back to Joint Committee of Faculty and Students for further review and to be brought back to Senate in April, 1996

(cont'd)

RESOLUTIONS 1995-96 SESSION

Resolution No.	Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
95/9	4/12/96	A Resolution on The Policy on Patents and Scholarly Works	Adopted, 4/12/96	
95/10	4/12/96	A Resolution on the Role of the Faculty in the Addition, Revision, or Elimina- tion of Curricular Offerings	Adopted, as amended, 4/12/96	
95/11	4/12/96	A Resolution of Appreciation (Pelzman)	Adopted by acclamation 4/12/96	

GEORGE WASHINGTON UNIVERSITY
Interdepartmental Memorandum

Date: May 1, 1996
To: John Boswell, Chairman, Faculty Senate Executive Committee
From: Steven Keller, Parliamentarian, Faculty Senate *SK*
Re: Parliamentary Procedure

At the last meeting of the Faculty Senate two issues of parliamentary procedure arose. The first issue concerned "A Resolution on the Role of the Faculty in the Addition, Revision, or Elimination of Curricular Offerings." As you might recall, this resolution had not been included on the original agenda. I ruled that the resolution could not be considered until it was first voted on for placement on the agenda. The *Bylaws of the Faculty Senate*, Section 2 (e), second sentence, state:

If, at any regular meeting, and item of business is deemed sufficiently urgent by a majority of the faculty members of the Senate or by two-thirds of the faculty members present and voting, whichever is the greater, action may be taken with regard thereto by the Senate at such meeting without its previous inclusion in the Agenda. (Henceforth referred to as the "urgent majority/two-thirds test.")

Thus far, the matter is relatively straight forward. The confusion arises as a result of the inclusion of agenda item "6. Introduction of Resolutions" on the original agenda. Indeed, the original agenda lists resolutions twice:

5. Resolutions:

A Resolution on the Policy on Patents and Scholarly Works (95/9) with accompanying Policy; Professor Muhammad I. Hague, Chair, Research Committee (Resolution (95/9) and Policy attached)

6. Introduction of Resolutions

This seems to suggest that there are two classes of resolutions. The first class, as in "5. Resolutions," seem to be resolutions scheduled for debate, and the second class, as in "6. Introduction of Resolutions," seem to be resolutions from the floor, and thus, unscheduled. More problematic still, it might seem that the unscheduled resolutions from the floor are exempt from the "urgent majority/two-thirds test," because they are, after all, included on the agenda. Yet, this is not the case.

The *Bylaws of the Faculty Senate*, Section 2 (a) state "the order of business for regular meetings of the Senate shall be as follows:

- (1) Call to order
- (2) Approval of the minutes...
- (3) Special business...
- (4) Resolutions reported out of Committees...
- (5) Introduction of Resolutions
- (6) General business...
- (7) Brief statements
- (8) Adjournment

Hence, the agenda specified in the *Bylaws of the Faculty Senate* calls for one agenda item, and only one agenda item, to deal with the introduction of new resolutions. Those resolutions, of course, need to be either (a) included in the original agenda, or (b) pass the "urgent majority/two-thirds test" for consideration. In sum, there are not two classes of resolutions, but only one; and all must be on the agenda or be tested for consideration. Future agendas should list only one item for introducing new resolutions.

The second issue came up when considering agenda item "4. Old Business." A member began to propose several amendments to "A Resolution of the Faculty Senate Regarding Proposed Revisions to the Code of Student Conduct (95/8)." I ruled that amendments to the Code, *per se*, were out-of-order. The matter being voted on was the resolution, itself, including only the whereas clauses, and the resolving clause, "That the Faculty Senate approves the proposed revisions, and urges the President of the University and Board of Trustees to approve them as well." Those items could have been amended, but not the code itself. In this debate, the code had a status similar to a committee report. It could be accepted, or rejected and sent back to committee, but the body of the code, like a committee report, was not being debated, and therefore was not amendable.

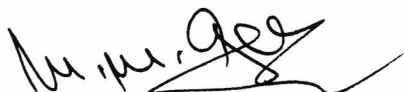
In the future, when the Faculty Senate Executive Committee wishes to consider amendments to a separate multiple-page document, the resolution might contain language that incorporates by reference the separate document into the resolution. For example, the above resolution might have been worded, "That the Faculty Senate approves the proposed revisions, hereby incorporated by reference, and urges the President of the University and Board of Trustees to approve them as well." (Indeed, see "5. Resolutions:" on the previous page for another example of wording that allows debate and amendment on a separate multiple-page document.) Absent the "incorporation by reference" or other similar language, the body of the code was not being debated, and therefore was not amendable.

Report to Faculty Senate (May 10, 1996)

Joint Faculty Administration Task Force on Retirement Opportunities and Incentives to Faculty

This Task Force was established by a resolution of Faculty Senate (94/3) on November 11, 1994 in order to "examine the range of financial and other benefits that could be provided by the University to retiring faculty, to assess the future cost and policy implications of such benefits, and to consider the establishment of a comprehensive scheme of incentives and benefits that might be available to the retiring faculty."

The Task Force started working in earnest during the Fall 1995 semester and has had 5 meetings thus far. We have been considering the issues of providing enhanced health care benefits to retiring faculty, and there seems to be an agreement that this particular benefit should be improved. We have been examining the possibility of an institutionalized Retirement Incentive Plan for tenured faculty who are in a target age group and have completed certain years of service at this University. We are in the midst of carrying out financial and academic impact analyses of any such plan; more information will be forthcoming in the next academic year.



Submitted by Murli M. Gupta

Members of the Task force:

Professor Murli M. Gupta, Mathematics (co-Chair)
Professor Linda Salamon, Interim VP for Academic Affairs (co-Chair)
Mr. Dennis Blumer, VP and General Counsel
Mr. Walter Bortz, VP for Admin and Info Services
Professor John Boswell, Educational Leadership
Mr. Lou Katz, VP and Treasurer
Professor Arthur Kirsch, Statistics
Professor Debra Sheldon, Accountancy

May 10, 1996

FACULTY SENATE COMMITTEES
1996-97 Session

STANDING COMMITTEE CHAIRS*
1996-97

EXEC. CTE.
LIAISON

- | | | |
|-----|---|---------|
| 1. | ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY
Chair, Professor Robert E. Park | Wirtz |
| 2. | ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND
ENROLLMENT MANAGEMENT
Chair, Professor Anthony M. Yezer | Kahn |
| 3. | APPOINTMENT, SALARY, AND PROMOTION POLICIES
Chair, Professor William B. Griffith | Wirtz |
| 4. | ATHLETICS AND RECREATION
Chair, Professor David E. Silber | Solomon |
| 5. | EDUCATIONAL POLICY
Chair, Professor Robert J. Harrington | Brewer |
| 6. | FACULTY DEVELOPMENT AND SUPPORT
Chair, Professor Murli M. Gupta | Slaby |
| 7. | FISCAL PLANNING AND BUDGETING
Chair, Professor Joseph Pelzman | Boswell |
| 8. | HONORS AND ACADEMIC CONVOCATIONS
Chair, Professor Michael S. Castleberry | Agnew |
| 9. | LIBRARIES
Chair, Professor Keith E. Smith | Brewer |
| 10. | PHYSICAL FACILITIES
Chair, Professor Gregory Ludlow | Boswell |
| 11. | PROFESSIONAL ETHICS AND ACADEMIC FREEDOM
Chair, Professor Lilien F. Robinson | Kahn |
| 12. | RESEARCH
Chair, Professor John R. Harrauld | Solomon |
| 13. | UNIVERSITY AND URBAN AFFAIRS
Chair, Professor Yvonne Captain | Slaby |
| 14. | JOINT COMMITTEE OF FACULTY AND STUDENTS
Chair, Professor Laura S. Youens | Agnew |

*Member of the Senate

MEMBERS OF THE FACULTY SENATE COMMITTEES
1996-97 SessionExecutive Committee

2134 G St. #201	John G. Boswell (GSEHD), Chair	4-7117
Phillips 310	Hugh L. Agnew (ESIA)	4-6232
Funger 421	Diane M. Brewer (CSAS)	4-7167
Phillips 643	Walter K. Kahn (SEAS)	4-7186
Ross 210	Frank J. Slaby (SMHS)	4-8813
Sto 409	Lewis D. Solomon (GWLS)	4-6753
Mon 403D	Philip W. Wirtz (SBPM)	4-6369
Rice 8th Flr	Stephen J. Trachtenberg, President, <u>ex officio</u>	4-6500

ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY

*Chair: Park, Robert E., GWLS
Michael Peck, Anesthesiology
Jeffrey Stephanic, Art
Sullivan, Patricia A., Exercise Science

ex officio:

Bortz, Walter., Vice President for Administrative and Information Services
Keimowitz, Robert I., Dean of the Medical Center for Academic Affairs
Katz, Louis H., Vice President and Treasurer
*Wirtz, Philip W., Executive Committee Liaison

ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT

*Chair: Anthony M. Yezer, Economics
Bergquist, K., Radiology
Douglas Jones, CMEE
McGraw, Stephen, Medicine
Sabelli, Bradley W., Theatre & Dance

ex officio:

Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
*Kahn, Walter K., CMEE Executive Committee Liaison
Lehman, Donald R., Assoc. Vice President for Research and Graduate Studies
Reborchick, Jodi, Student Liaison
Rypkema, Geri, Director, Fellowship & Graduate Student Support
Salamon, Linda B., Interim Vice President for Academic Affairs
Selinsky, Brian P., Registrar
Siegel, Fred, Exec. Director for Enrollment Mngmt/Dir. of Admiss.
Small, Daniel, Director of Enrollment Management Administration

*Member of the Senate

APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)

*Chair: Griffith, William B., Philosophy
Abravanel, Eugene, Psychology
Achrol, Ravi, Marketing
Jabbour, George, Finance
Katz, Irving J., Mathematics
Koering, Marilyn, Anatomy
Kyriakopoulos, Nicholas, EECS
Quitslund, Jon, English
Rohrbeck, Cynthia, Psychology
Sarkani, Shahram, CME
Schwartz, Arnold, Pathology
Weitzer, Ronald, Sociology
West, Lynda, Teacher Prep. & Special Ed.
*Wirtz, Phillip W., Management Science

ex officio:

Bortz, Walter M., Vice President for Administrative & Info. Svcs.
Kaplan, Susan, Associate Vice President for Human Resources
Katz, Louis H., Vice President and Treasurer
Salamon, Linda B., Interim Vice President for Academic Affairs
*Wirtz, Philip W., Executive Committee Liaison

ATHLETICS AND RECREATION

*Chair: Silber, David E., Psychology
Granger, Mary, Management Science
Kirsch, Arthur D., Statistics
Orenstein, Jan M., Pathology
Paup, Donald C., Exercise Science
Pelzman, Joseph, Economics
Regnell, Joan, Speech & Hearing
Rowley, David, Chemistry
Sullivan, Patricia A., Exercise Science
Toftoy, Charles, Management Science
Weintraub, Herbert D., Anesthesiology

ex officio:

Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
Friedenthal, Jack H., Dean, National Law Center
Gimbel, Jordan, Student Liaison
Kvancz, Jack, Director of Athletics and Recreation
*Solomon, Lewis D., Executive Committee Liaison
Warner, Mary Jo, Senior Associate Director of Athletics & Recreation

*Member of the Senate

EDUCATIONAL POLICY

*Chair: Harrington, Robert J., EECS
Karcher, Donald, Pathology
Rice, Charles E., Psychology
Ticktin, Max D., Classics
Youssef, Abdou, EECS
Warren, Clay, Media & Public Affairs

ex officio:

*Brewer, Diane M., Executive Committee Liaison
Chernak, Robert A., Vice President for Student & Academic
Support Services
Futrell, Mary, Dean, GSEHD
Kanefsky, Hal, Student Liaison
Salamon, Linda B., Interim Vice President for Academic Affairs
Selinsky, Brian P., Registrar
Siegel, Fred, Executive Director for Enrollment Management/Director
of Admissions
Small, Daniel, Director of Enrollment Management Administration
Stebelman, Scott, Gelman Library

FACULTY DEVELOPMENT AND SUPPORT

*Chair: Gupta, Murli M., Mathematics
Detrick, Barbara, Pathology
Greenberg, Joseph, Educational Leadership
Oertel, Yolanda C. Pathology
Sheldon, Debra, Accountancy
Tabbara, Sana O., Anatomic Pathology

ex officio:

Bortz, Walter M., Vice President for Administrative & Information
Services
Jackson, Rebecca, Gelman Library
Rogers, Sharon J., Associate Vice President for Academic Affairs
*Slaby, Frank J., Executive Committee Liaison
Director, Personnel Services

*Member of the Senate

FISCAL PLANNING AND BUDGETING

*Chair: Pelzman, Joseph, Economics
Cherian, Edward J., Management Science
Fife, Jonathan, Educational Leadership
Garris, Charles A., CMEE
*Griffith, William B., Philosophy
Kwoka, John E., Economics
Lang, Roger H., EECS
Linebaugh, Craig, Speech & Hearing
Paratore, Salvatore R., Educational Leadership
Simpson, Marcus, Pathology
Smythe, Robert T., Statistics

ex officio:

Boselovic, Don, Assistant Vice President for Budget
*Boswell, John G., Executive Committee Liaison
Chernak, Robert A., V.P., for Student and Academic Support Services
Clough, Craig, Associate Vice President of the Medical Center
Harding, Harry, Dean, Elliott School of International Affairs
Katz, Louis H., Vice President and Treasurer
Jacox, Mark, Associate Vice President for Finance
Siggins, Jack, University Librarian
Salamon, Linda B., Interim Vice President for Academic Affairs
Whitaker, Roger, Director, University Programs and C.C.E.

HONORS AND ACADEMIC CONVOCATIONS

*Chair: Castleberry, Michael S., Teacher Prep. & Special Ed.
Moore, Dorothy A., Educational Leadership
Regnell, Joan R., Speech & Hearing
Seavey, Ormond A., English

ex officio:

Anderson, G. David, Gelman Library
*Agnew, Hugh L., Executive Committee Liaison
Papadopolous, Sarandis, Student Liaison
Holland, Sandy H., University Relations
Kasle, Jill F., University Marshal
Salamon, Linda B., Interim Vice President for Academic Affairs
Selinsky Brian P., Registrar
Shipway, Lynn D., Special Assistant to the Vice President for
Administrative & Information Services

*Member of the Senate

LIBRARIES

*Chair: Smith, Keith E., Accountancy
Andrews, Avery D., History
Lewis, John F., Geology
Phillips, Terry M., Medicine
Toftoy, Charles, Management Science

ex officio:

Bader, Shelley A., Director, Medical Library
*Brewer, Diane M., Executive Committee Liaison
Cohn, Andrew, Student Liaison
Pagel, Scott B., Librarian, Law Library
Salamon, Linda B., Interim Vice President for Academic Affairs
Siggins, Jack, University Librarian
Sterling, Christopher, Associate Dean for Graduate Studies

PHYSICAL FACILITIES

*Chair: Ludlow, Gregory, Romance Lang. & Lit.
Lowe, John, Geography
O'Rear, Charles, Forensic Science
Sabelli, Bradley W., Theatre & Dance
Schlagel, Richard H., Philosophy
Stephens, George C., Geology

ex officio:

Arnold, Kate, Student Liaison
Bortz, Walter M., Vice President for Administrative & Info. Svcs.
*Boswell, John G., Executive Committee Liaison
Ingle, Alan L., Associate Vice President for Business
Katz, Louis H., Vice President and Treasurer
MacEwen, Virginia, Gelman Library
Rogers, Sharon J., Associate Vice President for Academic Affairs

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

*Chair: Robinson, Lilien F., Art
Gastwirth, Joseph, Statistics
Goodenough, David, Radiology
*Harrington, Robert J., EECS
Hartswick, Kim J., Art
Johnson, Diana, Biological Sciences
Lobuts, John, Jr., Management Science
Moses, Michael F., Mathematics
Pierpont, Howard, C., (Emeritus) Surgery
Robinson, David, Jr., Law
Simon, Gary, Medicine

ex officio:

Caress, Edward A., Interim Dean, Columbian School
Fields, Deborah, Assistant General Counsel
Friedenthal, Jack H., Dean, GWLS
*Kahn, Walter K., Executive Committee Liaison

RESEARCH

*Chair: Harrauld, John R., Engineering Management
Bagchi, Prabir K., Management Science
Berman, Barry L., Physics
Bouscarel, Bernard, Medicine/G.I.
Freund, Maxine B., Teacher Prep. & special Ed.
Junghenn, Hugo D., Mathematics
Lewis, John F., Geology
McNellis, Robert, Health Care Services

ex officio:

Dean for Research, Medical Center
Filstrip, E. Christian, Gelman Library
Frieder, Gideon, Dean, SEAS
Lehman, Donald R., Associate Vice President for Research & Graduate
Studies
*Solomon, Lewis D., Executive Committee Liaison

UNIVERSITY AND URBAN AFFAIRS

*Chair: Captain, Yvonne, Romance Lang. & Lit.
Carruth, Reba, SMPP
Gillette, Howard F., Jr., American Studies/History
Nashman, Honey W., Human Services
Sokas, Rosemary, Medicine

ex officio:

Cannaday, Helen, Director, Multicultural Student Services,
Acting Director, International Services Office
Cropp, Dwight S., Associate Vice President for Government Relations
Fowler, David, Dean of the School of Business & Public Management
Golparvar, Kuyomars, Student Liaison
Henderson, Francine, Gelman Library
Katz, Louis H., Vice President and Treasurer
*Slaby, Frank J., Executive Committee Liaison

The following Committee is not a Standing Committee of the Faculty Senate
but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTSFaculty Members:

*Co-Chair: Youens, Laura, Music
Detrick, Barbara, Pathology
Eisen, Robert, Religion
Fife, Jonathan D., Educational Leadership
Peck, Michael, Anesthesiology
Regnell, Joan, Speech & Hearing
Ticktin, Max D., Classics

ex officio:

*Agnew, Hugh L., Executive Committee Liaison
Beaulieu, Adrian, Director of International Programs, ESIA
Beil, Cheryl, Director, Enrollment Research & Retention
Caress, Edward A., Interim Dean, Columbian School
Chernak, Robert A., Vice President for Student & Academic Support Svcs.
Donnels, Linda, Dean of Students
Fields, Deborah, Associate General Counsel
Strong, LeNorman J., Director of the Office of Campus Life
Wooldridge, Annie B., Assistant Vice President

Student Members:

*Co-Chair, Petron, David
Cleary, David
Jablonow, Carrie
Kanefsky, Hal
King, Brian
Sanford, Emily
Walker, Akosua

ex officio:

Gayoksi, Dianne
McKenna, Damian

*Member of the Senate

REPORT OF THE EXECUTIVE COMMITTEE
MAY 10, 1996
Professor John G. Boswell, Chair

Before presenting my report, I would like to thank President Trachtenberg for providing refreshments for this meeting. I would also like to welcome the new members of the Senate. I look forward to working with all of you.

On behalf of the Executive Committee, I have the following brief report:

I. Resolutions

The Faculty Senate acted upon eleven resolutions during the 1995-96 Session; these resolutions have been forwarded to the President for his response.

II. Senate Committees

Meeting in a joint session, the outgoing and incoming Executive Committees made recommendations for election of Senate Committee Chairs and Members. So that the work of the Senate may continue effectively and efficiently, Chairs for the 1995-96 Session are requested to submit their annual reports, if they have not yet done so, and to convey all necessary files to "incoming" Chairs. Please note that members of the Executive Committee have been assigned liaison responsibility for each Senate Standing Committee. I hope through this spring and summer to meet with the Chairs of each Committee and get a sense of what your agenda will be for the coming year.

III. Other Senate Matters

(1) The Executive Committee is establishing a Special Committee with one member each from the ASPP, PEAFF, Educational Policy, and Executive Committee to serve for the purpose of meeting with Dr. Riegelman for periodic updates on the new School of Public Health and Health Sciences. Dr. Riegelman asked if the Senate would provide him with some advice and guidance on the establishment of this new school and this Committee will be doing more than receiving updates. The Special Committee's initial purpose is to determine the role the Senate can serve, following which they will report back to the Executive Committee. It may be that we will appoint another body or confirm the Special Committee in their role as liaisons to the new School.

(2) The Executive Committee is being kept informed about the Middle States Self-Study by updates from Professor Phyllis Palmer and intends to invite her to the Senate at least once and maybe twice next year depending upon the speed with which the Self-Study progresses.

(3) I have distributed to you brochures describing the "Cooperative Grants for Faculty Program." This is to encourage faculty to work together, plan proposals, and submit them for funding. And they have some examples here. I would ask, despite the fact that this is not the time of year to do this, that you look through these to see if there might be someone in your departments or in your schools who might be interested in pursuing a cooperative venture with another school. The deadline is June 5th. Perhaps next year we can get to it a little earlier. But we are moving toward research capability, and this is one of the avenues with which faculty can collaborate with members from other institutions. In addition, providing information of this kind is one of the functions that the Senate can provide.

My best wishes for healthy, happy and productive summer.

**THE GEORGE WASHINGTON UNIVERSITY
Washington, DC**

The Faculty Senate will meet on Friday, May 10, 1996, at 2:10 p.m., in the Elliott Room, University Club, 3rd Floor, Marvin Center. (This is the first meeting of the new 1996-97 Session.)

AGENDA

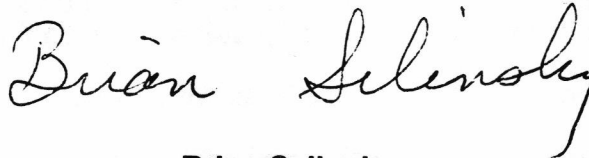
1. Call to order
2. IN MEMORIAM Joseph Foa, Professor Emeritus of Engineering and Applied Science (by Professor Robert J. Harrington)
3. Approval of the minutes of the regular meeting of April 12, 1996, as distributed
4. Resolutions:
 - (a) A RESOLUTION ON REQUIRED COURSE INFORMATION SHEETS (96/1); Professor Diane Brewer, Chair, Educational Policy Committee (Resolution 96/1 attached)
 - (b) A RESOLUTION TO AMEND A PREVIOUSLY ADOPTED RESOLUTION (95/2) ON FACULTY LEAVE (96/2) with Special Report; Professor William B. Griffith, Chair, Committee on Appointment, Salary and Promotion Policies (Resolution 96/2 and Special Report attached)
 - (c) A RESOLUTION TO AMEND THE FACULTY CODE TO ALTER THE DATE OF NOTIFICATION OF CHANGES IN SALARY (96/3) with Special Report; Professor William B. Griffith, Chair, Committee on Appointment, Salary and Promotion Policies (Resolution 96/3 and Special Report attached)
5. Introduction of Resolutions
6. Report on "Campus Communications Infrastructure: Looking to the Year 2000" by Douglas S. Gale, Assistant Vice President of Information Systems and Services
7. Special Report on Revisions to the Market Basket Schools; Professor William B. Griffith, Chair, Committee on Appointment, Salary and Promotion Policies Committee (Special Report attached)

8. **Special Report on Faculty Salaries for 1995-96; Professor William B. Griffith, Chair, Committee on Appointment, Salary and Promotion Policies Committee (Special Report attached)**
9. **General Business:**
 - (a) **Approval of dates for regular Senate meetings in the 1996-97 Session recommended by the Executive Committee, as follows:**
May 10, 1996, September 13, 1996, October 11, 1996, November 15, 1996, December 13, 1996, January 17, 1997, February 14, 1997; March 14, 1997, and April 11, 1997
 - (b) **Nomination for appointment by the President of Professor Steven Keller as Parliamentarian of the Faculty Senate for the 1996-97 Session**
 - (c) **Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 1996-97 Session (list to be distributed at meeting)**
 - (d) **Nomination for appointment by the President to the following Administrative Committees: Committee on the University Bookstore: Arthur Friedman, Stephen McGraw, and Harry E. Yeide; GW Forum: Debra Bruno, Editor-in-Chief, Michael F. Moses, and Jeffrey L. Stephanic; Safety and Security Advisory Committee: Bernard Bouscarel, Patricia Sullivan, and Chair, Senate Committee on Physical Facilities; Joint Committee of Faculty and Students: Laura S. Youens, Faculty Co-Chair; Barbara Detrick, Robert Eisen, Jonathan D. Fife, Michael Peck, Joan Regnell, and Max Ticktin**
 - (e) **Nomination for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: John G. Boswell; Trustees' Committee on Student Affairs: Laura S. Youens; Trustees' Committee on University Development: Joseph Pelzman**

- (f) Nomination for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Jorge Garcia, Margaret R. Kirkland, W. Douglas Maurer, Michael Peck, Terrence Phillips, Joan R. Regnell, Linda Street, and Max D. Ticktin
- (g) Report of the Executive Committee: Professor John G. Boswell, Chair
- (h) Annual Reports: Committee on Admissions Policy, Student Financial Aid, and Enrollment Management (Report attached)

10. Brief Statements (and Questions)

11. Adjournment

A handwritten signature in cursive script that reads "Brian Selinsky". The signature is written in dark ink and is positioned above the printed name and title.

Brian Selinsky
Secretary

THE FACULTY SENATE - 1996-97 SESSION

May 10, 1996	January 17, 1997
September 13, 1996	February 14, 1997
October 11, 1996	March 14, 1997
November 15, 1996	April 11, 1997
December 13, 1996	The 1997-98 Session begins on May 9, 1997

Phone	Administrative Members (stated by the Faculty Organization Plan)	
6510	Salamon, Linda B.	Interim Vice President for Academic Affairs
6393	Selinsky, Brian P.	Registrar
	(Appointed by the President):	
6130	Caress, Edward A.	Dean, Interim, Columbian School of Arts & Sciences
6380	Fowler, F. David	Dean, School of Business & Public Management
6288	Friedenthal, Jack H.	Dean, GWU Law School
6080	Frieder, Gideon	Dean, School of Engineering & Applied Science
6161	Futrell, Mary H.	Dean, Graduate School of Education & Human Development
6241	Harding, Harry	Dean, Elliott School of International Affairs
2987	Keimowitz, Robert I.	Dean, Academic Affairs, Medical Center
6353	Keller, Steven	Parliamentarian

*(fills unexpired term of Darr)

[Any inquiries about this resolution should be directed to Professor Diane Brewer, Chair, Educational Policy Committee, Ext.47167.]

A RESOLUTION ON REQUIRED COURSE INFORMATION SHEETS (96/1)

WHEREAS, communication between faculty and students is essential to the educational process; and

WHEREAS, faculty should inform students of the requirements and expectations for a course; and

WHEREAS, faculty should inform students at the beginning of a course concerning the grading standards for that course: and

WHEREAS, faculty should inform students of their office hours and other means of communication; and

WHEREAS, presently not all faculty members distribute a written course information sheet at the beginning of each semester,
THEREFORE

BE IT RESOLVED, that all courses taught at The George Washington University should provide students at the beginning of the semester with written information sheets including the following: name, office address, phone number and/or e-mail address, office hours, course description, course requirements, and basis of grading.

BE IT FURTHER RESOLVED, that these documents should be filed annually with the Department Office.

Educational Policy Committee
March 29, 1996

[Any inquiries about this resolution should be directed to Professor William B. Griffith, Chair, Committee on Appointment, Salary and Promotion Policies, Ext. 46265.]

A RESOLUTION TO AMEND A PREVIOUSLY ADOPTED RESOLUTION (95/2)
ON FACULTY LEAVE (96/2)

WHEREAS, the Faculty Senate on May 4, 1995, adopted Resolution 95/2, A RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO LEAVE, and forwarded it to the President for transmission to the Board of Trustees; and

WHEREAS, in Fall 1995 Interim Vice President Salamon asked the Committee on Appointments, Salary, and Promotion Policies (ASPP), which originated Resolution 95/2, to consider certain revisions of the Resolution, to make it more acceptable to the Administration by clarifying the scope and justification of the authorizations to be inserted into the Faculty Code; and

WHEREAS, the ASPP Committee has considered and now recommends to the Faculty Senate certain amendments to the previously adopted Resolution, as shown in the usual way as modifications of the original text of Resolution 95/2; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That Resolution 95/2, A RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO LEAVE, is hereby amended by substitution, insertion and deletion, as shown on the text of the original resolution, attached.

Committee on Appointments, Salary, Promotion Policies
April 5, 1996

FACULTY SENATE
Appointments, Salary, Promotion Policies Committee

**Report to the ASPP from the
Subcommittee to Revise the Market Basket of Schools Comparable to GW**

The ASPP's market basket subcommittee was formed at the ASPP meeting of 17 October 1995 to reconsider the market basket previously established for GW.

The subcommittee met on 15 February 1996 at 2:15 p.m. in Shahram Sarkani's office. Attending were Edmund P. Harper, Physics; Marilyn Koering, Anatomy; Shahram Sarkani, CMEE (presiding); and Peggie Cohen, Institutional Research, ex officio.

The subcommittee met again on 16 April 1996 at 1:45 p.m. in Shahram Sarkani's office. Attending were Marilyn Koering, Anatomy; Shahram Sarkani, CMEE (presiding); and Peggie Cohen, Institutional Research, ex officio. Their purpose was to reconsider the subcommittee's preliminary report in light of some helpful comments and questions from GW President Stephen Joel Trachtenberg, which had been forwarded to the subcommittee by Joseph Pelzman, Chair of the Executive Committee of the Faculty Senate.

Background

The market basket agreed on by the faculty and administration in prior years and currently in use by GW's Institutional Research contains twelve universities outside of GW:

American U (DC)	Georgetown U (DC)
Boston U (MA)	New York U (NY)
Brandeis U (MA)	Northwestern U (IL)
Carnegie-Mellon U (PA)	Tufts U (MA)
Duke U (NC)	Vanderbilt U (TN)
Emory U (GA)	Washington U (MO).

The Office of Institutional Research usually compares GW also to two local universities, George Mason U and U of Maryland—College Park, since they are GW's closest nearby competitors for faculty and students, although those two universities are not strictly considered to be in GW's market basket.

The rationales now proposed for including an institution in GW's market basket are that:

- (1) the school be a university;
- (2) it report its salaries and other statistics to the AAUP;
- (3) it offer both undergraduate and doctoral programs in disparate fields;

FACULTY SENATE
Committee on Appointments, Salary, Promotion Policies

SPECIAL REPORT

April 19, 1996

1. In September 1988, the Appointments, Salary, and Promotion Policies Committee (Arthur Kirsch, Chair) submitted a Report to the Faculty Senate outlining this University's performance in achieving its goals with respect to faculty salaries, as outlined in Resolution 87/1. This Report introduced a comparison with a number of schools (selected by Prof. Kirsch) with whom it seemed reasonable to compare our performance over time.

2. This concept of a "market basket" of comparable schools caught on, and has since been a feature of varied studies of our own performance. It has especially figured in the Annual Report on Faculty Salaries by the Vice President for Academic Affairs.

3. Vice President French's 1994-95 Annual Report suggested that while the concept of a "market basket" of schools had proved useful, in his opinion the time had come to revise the list of schools. He suggested the ASPP Committee undertake a review of the list, and the Committee agreed to make it an item of business this year.

4. Attached is a Report to the ASPP Committee from the Subcommittee established for this review (Shahram Sarkani, Chair). This Report recommends certain changes to the market basket list. An earlier version of the Report, forwarded to the Executive Committee in March, was sent by them to President Trachtenberg for his comments and suggestions. In response to the President's comments the Subcommittee recommended two changes to the list, one deletion and one addition. The ASPP Committee has endorsed the recommendations of its Subcommittee and hereby forwards the Report of the Subcommittee to the Faculty Senate for information purposes only (no action is required).

5. Questions or suggestions may be directed to Prof. Sarkani (4-6749, or c/o CMEE Dept., Phillips 703).

Respectfully submitted for the Committee:

William B. Griffith, CSAS
Chair, ASPP Committee

FACULTY SENATE
Committee on Appointments, Salary, and Promotion Policies

SPECIAL REPORT

April 22, 1996

1. This Special Report accompanies a RESOLUTION TO AMEND THE FACULTY CODE TO ALTER THE DATE OF NOTIFICATION OF CHANGES IN SALARY (Res. 96/).
2. The initial draft of this Resolution was put before the ASPP Committee by the Chair at the behest of Interim Vice President Salamon. It is one step in carrying through a realignment proposed by the Office of Academic Affairs of the schedule of Annual Reports by faculty and comments by deans and department chairs, to fit better the new schedule for making faculty raises effective on Jan. 1. The aim of the proposed restructuring, as set out in the WHEREAS clauses, is to have relatively current Annual Reports from faculty available when salary increments are being considered, so that all concerned are able to perceive a closer linkage between recent academic performance and salary changes.
3. The schedule currently proposed by Academic Affairs envisions Annual Report forms being distributed to faculty in April, to be forwarded to deans by chairs with their comments by around June 1. The deans would then return their comments to faculty for review in early September. Final recommendations for raises would be sent to Academic Affairs in early October. The two new dates proposed for insertion into the Faculty Code (May 15 and Nov.1) appear to be the most feasible target dates consistent with the revised schedule of meetings of the Board of Trustees and current budgetary practice.
4. The ASPP Committee debated, amended, and approved the Resolution for forwarding to the Faculty Senate at its meeting on April 16, 1996. The Committee asks that the Faculty Senate consider this proposed Resolution expeditiously, in view of the Administration's aim to implement these schedule changes for salary changes to be adopted next Fall.

[Any inquiries about this resolution should be directed to Professor William B. Griffith, Chair, Committee on Appointment, Salary and Promotion Policies, Ext. 46265.]

A RESOLUTION TO AMEND THE FACULTY CODE TO ALTER THE DATE OF NOTIFICATION OF CHANGES IN SALARY (Res. 96/ 3)

WHEREAS, faculty members should have a reasonable expectation that increments to their salaries are based in part on academic performance in the prior academic year, and

WHEREAS, the designation of an annual notification date in the Faculty Code IV.A.1b.) assumes that changes in salary as well as appointments will take effect at the beginning of the academic, rather than the calendar year, and

WHEREAS, the University's current budgetary practice -- established to assure the amount of Fall Semester tuition income available to support raises -- is to make salary changes effective on January 1 and, furthermore, to report reappointments around May 7, and

WHEREAS, one result is that new salaries are currently based in part on academic performance reported on Annual Reports that were completed sixteen months prior to the raises' effective date, and

WHEREAS, the lack of synchrony among Annual Reports, establishment of salary increments, and effect on actual salaries fails to make apparent the impact of performance on salary, hence fails to reinforce incentives for strong academic performance, NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE AT THE GEORGE WASHINGTON UNIVERSITY

1. That the Faculty Code IV.A.1.(b) be amended by eliminating bracketed passages and adding underlined passages, as follows:

Tenured members of the faculty and faculty members whose appointments do not expire or whose appointments will be renewed shall be notified in writing annually, on or about May 15, [of salary and] of changes in rank and of other terms and conditions of service for the next academic year, and further shall be notified annually in writing of changes in salary, no later than Nov. 1.

2. That the initial implementation of the new practice ensure that in establishing salaries effective January 1, 1997, Department Chairs and Deans take account of academic performance recorded in Annual Reports for 1994-95 and 1995-96, inclusive.

Appointments, Salaries, Promotion Policies Committee
April 16, 1996

FACULTY SENATE
Committee on Appointments, Salary, Promotion Policies (ASPP)

SPECIAL REPORT

April 16, 1996

1. This Special Report accompanies and is intended to explain some of the background of our proposed RESOLUTION TO AMEND A PREVIOUSLY ADOPTED RESOLUTION (95/2) WITH RESPECT TO LEAVE, submitted for consideration by the Faculty Senate.
2. This issue originally arose to prominence in April 1993, when the Vice President for Academic Affairs asked the Executive Committee of the Faculty Senate for advice in dealing with a faculty member's request for partial leave coupled with an extension of the tenure-probationary period. The request noted that such a partial leave and extension were potentially available under a "Family Care Leave" policy in effect at Georgetown University. The Executive Committee offered its opinion that an extension of the tenure-probation period would not be permitted under the existing provisions of the Faculty Code but offered to study the desirability of adopting such a policy. Vice President French subsequently denied the individual's request but asked the Senate to proceed with consideration of "whether the Georgetown policy or some modification of it would constitute a model that ought to be adopted at GW" [Memorandum dated May 3, 1993, to Lilien Robinson, Chair, Executive Committee of the Faculty Senate].
3. The ASPP Committee has gathered information on existing policies elsewhere and a consensus has emerged as to the desirability of developing such a policy, on grounds of basic fairness, especially to women faculty in childbearing years and others with similarly serious disruptive time demands. While it has been suggested that the University may be legally required to offer policies along these lines, the scope of the entitlements created by the federal Family Care and Medical Leave Act of 1993 and the D.C. Family Care and Medical Leave Act of 1990 remains unclear, with regulations having only recently been issued and much in these laws still untested in the courts.
4. The Committee therefore decided that the best approach would be to create authorizing language in the Faculty Code, as reflected Resolution 95/2, which was adopted by the Senate on May 4, 1995.. The objective of this Resolution was to make known to all in timely fashion the possibility of negotiating partial leave, and where appropriate extending the tenure clock, but would leave detailed guidelines and processes to be developed by the ASPP Committee in conjunction with Academic Affairs and University Counsel. These would then be published in the Faculty Handbook and could be revised and updated as need be, without amending the Faculty Code.
5. In the Fall of 1995, Interim Vice President Salamon asked the Committee to consider several revisions of the Resolution to make it more acceptable to the Administration by clarifying the scope and justification of the authorizations to be inserted into the Faculty Code. The Resolution accompanying this Special Report is the result of a series of deliberations between the Committee and the Administration. On April 16, 1995, the Committee voted unanimously to forward the accompanying RESOLUTION TO AMEND A PREVIOUSLY ADOPTED RESOLUTION (95/2) ON FACULTY LEAVE for consideration by the Senate.

[NOTE: NEW AMENDMENTS TO SENATE RES. 95/2 (as approved by the Faculty Senate in May 1995) are shown in bold type or by striking through existing language.]

A Resolution to Amend the Faculty Code with respect to Leave (95/2)

WHEREAS, under certain circumstances a member of the faculty may have legitimate reasons to request a less-than-full-time leave for ~~medically-related~~ or family or other important personal reasons; and

WHEREAS, it may ~~well~~ be in the University's interest to grant a partial leave request, to retain as much as possible of the services of such a faculty member and thereby reduce compensatory shifting of responsibilities; and

WHEREAS, the Faculty Code is currently silent as to whether such a partial leave is permissible, and as to whether, if granted, such a period of partial leave ~~might would~~ qualify as a full personal leave ~~may does~~ for some extension of the probationary period for a tenure-accruing appointment; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. That Sec. VI. A of the Faculty Code, "Leave", be amended to read [added language underlined in the text]:

"A. At any time, for study or for any other valid reason, a leave of absence without salary, or a partial leave for family or medically-related purposes with reduced salary, may be granted to a member of the faculty by the appropriate corporate officer."

2. Sec. IV.A. 3.1. (b) (2), "Appointment and Tenure", be amended to read [additional language underlined in the text]:

"2) Leaves for study towards a degree, leaves for military or personal reasons, and defense leave shall not be included in this period. A partial leave for family or medically-related purposes of sufficient duration may justify an appropriate partial extension of the probationary period.

3. The Faculty Senate Committee on Appointments, Salary and Promotion Policy is requested to draw up appropriate implementing criteria and procedures for approval by the Vice President for Academic Affairs and publication in the Faculty Handbook.

Appointments, Salary, and Promotion Policies Committee

- (4) its tuition, endowment per full-time-equivalent student, and Carnegie classification be close to GW's; and
- (5) its faculty research, salaries, and size (excluding instructors) be comparable to ours.

Some in the basket are at or below GW's level for these criteria; some are above it and are considered "aspiration" institutions because GW aims to reach their level in faculty research, salaries, and size.

The purpose of GW's market basket is to allow us to keep an eye on the dynamics of faculty salary structures at comparable institutions.

Recommendations

The subcommittee recommends that Brandeis U be deleted from GW's market basket because it is not close enough in size to GW, and because it is more a suburban than an urban campus; and that Carnegie-Mellon U be deleted from the market basket because its number of full-time equivalent students is less than half of GW's, and its fields of study are not as broad as GW's. The subcommittee nominates four schools to be added to the market basket: Southern Methodist U (TX), Tulane U (LA), U of Miami (FL), and U of Southern California (CA). When these are added, the market basket will contain fourteen schools.

The statistical profiles of the schools to be added, with regard to faculty size and salaries, are similar to those already in the market basket. See the attached tables. Attachment I shows number of faculty and average faculty salaries at GW, by school, for the past two years; Attachment II shows average faculty salaries for the current market basket, including George Mason U and U Maryland; and Attachment III shows average faculty salaries only for the market basket, including the additions to it, and GW. Attachment IV shows total dollar outlay and number of faculty for all market basket schools, GW, and George Mason U and U Maryland.

Of the four new schools contemplated, two are in the southeast, and the other two are in the southwest. One of the subcommittee's goals is to expand the geographical scope of the market basket outside the northeast to gain a broader national base for comparison.

The four additions to the market basket have Carnegie Classifications of Research I (U of Miami and U of Southern California), Research II (Tulane U), and Doctoral I (Southern Methodist U). GW is classified Research II, a level below Research I and, by research standards, above Doctoral I; the criteria are different for the Doctoral and the Research classifications.

Beyond statistical and geographical considerations, other reasons the subcommittee recommends the new schools are (1) the new schools meet the basic rationales for inclusion in GW's market basket [see "Background"]; and (2) like GW, they are located in medium-to-large cities.

Summary

While there is nothing that might be considered technically wrong with the former market basket, the subcommittee charged with its review agrees that it should be updated to include schools from a wider geographical area than is currently represented. Other factors contributing to the recommendations for removing two schools and adding four are to bring the market basket sizes and salaries of the faculties, the schools' environments, and their endowments and total incomes closer to GW's. The adjusted market basket achieves a modest expansion and gains thereby, in terms of the Carnegie Classification, an aspiration school in the U of Southern California, a school on a level with GW in Tulane U, and a school below GW's level in Southern Methodist U, and gains, in terms of the reputation and quality of their academic programs, one school slightly below GW's level in the U of Miami. This updated market basket achieves a healthy balance, enabling GW to view itself from a perspective enhanced by geographical breadth and statistical depth.

Attachments

1994-95 *Regular Faculty (Continuing and New)

(n101,1142)

TABLE 1-B

	Professors			Assoc Professors			Asst Professors			*Overall Average Salary			X Chg In \$
	1993-94	1994-95	X Chg	1993-94	1994-95	X Chg	1993-94	1994-95	X Chg	1993-94	1994-95	X Chg	
Arts & Science	63,159	65,826	4.2X	40,259	49,665	2.9X	40,356	41,855	3.7X	52,788	54,368	3.0X	5.9X
Education	60,494	64,815	7.1X	44,709	46,275	3.5X	36,928	36,869	-0.2X	50,509	53,465	5.9X	2.1X
Elliott School	70,801	76,126	7.5X	49,000	48,613	-0.8X	44,940	46,439	3.3X	58,793	61,917	5.3X	14.9X
Engineering	80,690	83,969	4.1X	64,204	68,137	6.1X	56,767	60,668	6.9X	73,172	77,095	5.4X	0.5X
Business & Public Mgt	73,057	77,087	4.4X	64,678	66,225	2.4X	59,551	60,581	1.7X	68,268	69,958	2.5X	6.5X
National Law Center	107,027	114,534	7.0X	76,098	79,460	4.4X				100,303	105,229	4.9X	6.9X
Total	72,058	76,609	5.1X	54,227	55,973	3.2X	44,675	46,524	4.1X	61,599	63,983	3.9X	
Total \$	23,023,140	23,748,719	3.2X	9,489,755	10,634,931	12.1X	5,986,391	6,373,795	6.5X	38,499,286	40,757,445	5.9X	
Arts & Science	140	137	-2.1X	90	97	7.8X	84	89	6.0X	314	323	2.9X	
Education	26	25	-3.8X	19	21	10.5X	11	8	-27.3X	56	54	-3.6X	
Elliott School	11	12	9.1X	5	7	40.0X	6	5	-16.7X	22	24	9.1X	
Engineering	54	53	-1.9X	16	15	-6.3X	16	14	-12.5X	86	82	-4.7X	
Business & Public Mgt	49	47	-4.1X	35	37	5.7X	17	21	23.5X	101	105	4.0X	
Subtotal	280	274	-2.1X	165	177	7.3X	134	137	2.2X	579	588	1.6X	
National Law Center	36	36	0.0X	10	13	30.0X				46	49	6.5X	
Total	316	310	-1.9X	175	190	8.6X	134	137	2.2X	625	637	1.9X	
AAUP Percentiles	1993-94	\$ 1.04	\$ 1.05	1993-94	\$ 1.04	\$ 1.05	1993-94	\$ 1.04	\$ 1.05				
90	80,180	83,387	84,189	56,190	58,438	59,000	47,000	48,880	49,350				
80	75,330	78,343	79,097	53,640	55,786	56,322	44,720	46,509	46,956				
70	72,080	74,963	75,684	51,580	53,643	54,159	43,070	44,793	45,224				
60	68,420	71,157	71,841	49,560	51,577	52,038	42,050	43,732	44,153				
50	66,340	68,994	69,657	48,000	49,911	50,400	40,730	42,359	42,767				
GMU overall 94/5	76,609	75	73	55,973	81	79	46,524	80	78				
\$ to AAUP 80th		\$537,540	\$771,280		(\$35,530)	\$66,310		(\$2,055)	\$59,184				

* Excludes Instructors and clinical law faculty.

IR 12/14/94

Attachment 1
GW Regular Faculty
Average Salaries

AAUP Faculty Salary Averages
(Ordered by 1994-95 overall average)

(n1,t40)

	Professors			Assoc Professors			Asst Professors			Composite			X Chg In \$
	1993-94	1994-95	X Chg	1993-94	1994-95	X Chg	1993-94	1994-95	X Chg	1993-94	1994-95	X Chg	
NEW YORK UNIVERSITY	88,700	93,000	4.8X	59,100	61,100	3.4X	50,700	52,200	3.0X	71,259	74,294	4.3X	6.3X
NORTHWESTERN UNIV	86,000	89,400	4.0X	59,600	61,300	2.9X	49,600	51,000	2.8X	71,199	73,816	3.7X	7.0X
DUKE UNIVERSITY	85,400	89,000	4.2X	58,400	60,900	4.3X	45,900	47,800	4.1X	69,928	72,425	3.6X	7.6X
CARNEGIE-MELLON	82,900	85,500	3.1X	56,600	57,700	1.9X	49,900	50,300	0.8X	67,959	70,186	3.3X	0.1X
WASHINGTON UNIVERSITY	78,200	81,300	4.0X	53,400	54,600	2.2X	45,100	47,300	4.9X	62,260	65,069	4.5X	5.6X
GEORGETOWN UNIV	85,700	88,500	3.3X	55,200	56,600	2.5X	42,700	43,600	2.1X	63,015	64,805	2.8X	5.7X
VANDERBILT UNIV	80,700	83,100	3.0X	52,200	54,500	4.4X	43,200	43,600	0.9X	62,813	64,470	2.6X	4.9X
EMORY UNIVERSITY	79,600	84,000	5.5X	54,700	56,000	2.4X	45,100	47,100	4.4X	61,186	64,229	5.0X	5.9X
TUFTS UNIVERSITY	73,500	75,800	3.1X	54,900	57,700	5.1X	44,700	46,200	3.4X	59,250	61,757	4.2X	2.2X
BRANDEIS UNIVERSITY	68,700	70,600	2.8X	49,300	50,900	3.2X	40,300	41,700	3.5X	58,766	60,548	3.0X	6.7X
AMERICAN UNIVERSITY	74,600	78,000	4.6X	52,000	53,000	1.9X	41,700	41,700	0.0X	57,969	59,483	2.6X	5.9X
BOSTON UNIVERSITY													
***** GWU *****	72,900	76,600	5.1X	54,200	56,000	3.3X	44,700	46,500	4.0X	61,618	63,982	3.84X	5.83X
			(est.)			(est.)			(est.)				
AAUP 80th percentile	75,330	78,343	4.0X	53,640	55,786	4.0X	44,720	46,509	4.0X				
\$ to AAUP 80th	767,880	540,330	+	(98,000)	(40,660)	+	2,680	1,233	=	672,560	500,903		
-n to AAUP 80th	(10)	(7)		2	1		0	0	=	(8)	(6)		
MARKET BASKET DATA													
MEAN of the schools	80,364	83,473	3.9X	55,036	56,755	3.1X	45,355	46,591	2.7X	64,146	66,462	3.6X	
\$ to Market Basket Mean	2,358,624	2,130,630		146,300	143,450		87,770	12,467		1,579,936	1,579,794		
										sum of the \$ per rank =	2,592,694	2,286,547	
-n to Market Basket Mean	(29)	(26)		(3)	(3)		(2)	0		(25)	(24)		
										sum of the (n) per rank	(34)	(29)	
MEDIAN of the schools	80,700	84,000	4.1X	54,900	56,600	3.1X	45,100	47,100	4.4X	62,813	64,805	3.2X	
\$ to MB Median	2,464,800	2,294,000		122,500	114,000		53,600	82,200		746,875	524,251		
										sum of the \$ per rank =	2,640,900	2,490,200	
-n to MB Median	(31)	(27)		(2)	(2)		(1)	(2)		(12)	(8)		
										sum of the (n) per rank	(34)	(31)	
Other Local Schools													
GEORGE MASON UNIVERSITY	75,300	78,500	4.2X	52,400	54,500	4.0X	44,500	43,100	-3.1X	58,059	60,277	3.8X	4.1X
UNIVERSITY OF MARYLAND	70,300	73,000	3.8X	48,700	49,900	2.5X	40,600	43,100	6.2X	58,125	60,260	3.7X	4.9X

***GWU data are the same as reported by GW school, but have been rounded to the nearest 100.

TABLE 2-A

IR 1/17/95

Attachment 2
Market Basket Faculty
Average Salary

AAUP Faculty Salary Averages
(Ordered by 1994-95 overall average)

TABLE 2-A revised IR 4/17/96

[a1.t40]	Professors			Assoc Professors			Asst Professors			Composite			% Chg in \$			
	1993-94	1994-95	% Chg	1993-94	1994-95	% Chg	1993-94	1994-95	% Chg	1993-94	1994-95	% Chg				
NEW YORK UNIVERSITY	88,700	93,000	4.8%	59,100	61,100	3.4%	50,700	52,200	3.0%	71,259	74,294	4.3%	6.3%			
NORTHWESTERN UNIV	86,000	89,500	4.1%	59,600	61,700	3.5%	49,600	51,800	4.4%	71,199	74,298	4.4%	6.6%			
DUKE UNIVERSITY	85,400	89,000	4.2%	58,400	60,900	4.3%	45,900	47,800	4.1%	69,928	72,425	3.6%	7.6%			
USC	80,200	82,800	3.2%	57,400	59,100	3.0%	48,400	49,400	2.1%	64,941	67,244	3.5%	0.1%			
WASHINGTON UNIVERSITY	78,200	81,300	4.0%	53,400	54,600	2.2%	45,100	47,300	4.9%	62,260	65,069	4.5%	5.6%			
GEORGETOWN UNIV	85,700	88,500	3.3%	55,200	56,600	2.5%	42,700	43,600	2.1%	63,015	64,805	2.8%	5.7%			
VANDERBILT UNIV	80,700	83,100	3.0%	52,200	54,500	4.4%	43,200	43,600	0.9%	62,813	64,470	2.6%	4.9%			
EMORY UNIVERSITY	79,600	84,000	5.5%	54,700	56,000	2.4%	45,100	47,100	4.4%	61,186	64,229	5.0%	5.9%			
***** GWU *****	72,900	76,600	5.1%	*****	54,200	56,000	3.3%	****	44,700	46,500	4.0%	**	61,618	63,982	3.84%	5.83%
TUFTS UNIVERSITY	73,500	75,800	3.1%	54,900	57,700	5.1%	44,700	46,200	3.4%	59,250	61,757	4.2%	2.2%			
AMERICAN UNIVERSITY	74,600	78,000	4.6%	52,000	53,000	1.9%	41,700	41,700	0.0%	57,969	59,483	2.6%	5.9%			
U OF MIAMI	69,300	72,400	4.5%	51,000	51,600	1.2%	40,800	41,600	2.0%	56,997	59,009	3.53%	2.39%			
TULANE	71,300	73,500	3.1%	51,400	52,000	1.2%	41,800	43,300	3.6%	56,519	58,377	3.29%	-1.50%			
SMU	73,300	76,400	4.2%	50,500	51,100	1.2%	46,300	45,500	-1.7%	57,291	58,033	1.30%	6.97%			
BOSTON UNIVERSITY																
***** GWU *****	72,900	76,600	5.1%	*****	54,200	56,000	3.3%	****	44,700	46,500	4.0%	**	61,618	63,982	3.84%	5.83%

***GWU data are the same as reported by GW school, but have been rounded to the nearest 100.

Market Basket Schools
IR 4/17/96

TABLE 2-B

IR 4/17/96			*Overall		FTE	FY93 Endow	Endowment	FY95 Faculty	Carnegie
			1993-94	1994-95	Students	Market Value	per	Salary\$ per	Classification
TOTAL DOLLAR OUTLAY					(FY93)	(000)	FTE Student	FY93 Endow	
American Univ			23,709,500	25,101,800					Doctoral I
Boston Univ			0	0	22,033	334,507	15,182		Research I
Duke Univ			43,355,500	46,641,900	10,616	669,075	63,025	0.070	Research I
Emory Univ			33,101,800	35,068,900	9,066	1,763,518	194,520	0.020	Research I+
Georgetown			31,696,600	33,504,300	10,816	340,505	31,482	0.098	Research I+
NYU			79,881,500	84,917,700	26,399	694,443	26,306	0.122	Research I
Northwestern			62,085,200	66,199,700	14,939	1,308,363	87,580	0.051	Research I
SMU			25,608,900	25,766,800	7,416	427,124	57,595	0.060	Doctoral I
Tufts Univ			23,877,900	24,394,200	7,535	214,775	28,504	0.114	Research I++
Tulane			25,603,000	25,218,800	9,858	291,039	29,523	0.087	Research II
U of Miami			36,363,900	37,234,800	13,161	228,311	17,348	0.163	Research I
USC			73,059,000	76,254,700	23,894	669,063	28,001	0.114	Research I
Vanderbilt			39,320,700	41,261,000	9,279	800,632	86,284	0.052	Research I
Washington Univ			35,799,700	37,804,900	9,551	1,687,413	176,674	0.022	Research I
***** GWU *****	***	***	38,511,200	40,756,500	13,423	353,099	26,306	0.115	Research II
George Mason Univ			36,693,400	38,215,400					Doctoral II
Univ of Maryland			63,123,900	66,226,000					Research I
NUMBER OF FACULTY									
American Univ			409	422	3.2%				
Boston Univ			1002	1021	1.9%				
Duke Univ			620	644	3.9%				
Emory Univ			541	546	0.9%				+ Previously Research II
Georgetown			503	517	2.8%				++ Previously Doctoral I
NYU			1121	1143	2.0%				
Northwestern			872	891	2.2%				
SMU			447	444	-0.7%				
Tufts Univ			403	395	-2.0%				
Tulane			453	432	-4.6%				
U of Miami			638	631	-1.1%				
USC			1125	1134	0.8%				
Vanderbilt			626	640	2.2%				
Washington Univ			575	581	1.0%				
***** GWU *****	***	***	625	637	1.9%	*****			
George Mason Univ			632	634	0.3%				
Univ of Maryland			1086	1099	1.2%				

ttachment 4
roposed Market Basket
Outlay and # Faculty

Attachment 4
Proposed Market Basket
\$ Outlay and # Faculty



175TH ANNIVERSARY 1821-1996

THE PRESIDENT

April 12, 1996

To: Joseph Pelzman

Fr: Stephen Joel Trachtenberg

I read Professor Griffith's March 21 Special Report to the Faculty Senate from the Appointments, Salary, Promotion Policies Committee, which recommends certain changes in the "market basket" of comparable schools that the University tries to use as a yardstick for measuring its own initiatives.

I note that we use predominantly a Research I group. That would seem to me to be more appropriate if we ourselves were a Research I institution. But we're not. The addition of the University of Southern California and the University of Chicago, therefore, may not be absolutely sound. In one case the enrollment is well off our scale. And in the other, the endowment places the school in a league well beyond our more modest circumstance.

I am pleased to concur with all five of the rationale put forth by Professors Griffith and Sarkani for developing the new market basket roster. We should follow them. Therefore, Tulane and Miami make more sense on the face of it than Chicago and USC. Are there others that we are missing? I don't know. Off the top of my head, Southern Methodist University or Baylor might be possibilities. Each institution is an individual. No comparison is ever perfect, but I think we can get closer to the mark than USC or Chicago.

Can you help? As Bill says in his memo at point 5: "Questions or suggestions may be directed to Professor Sarkani. This is one of them."

SJT/bf

FACULTY SENATE
Committee on Appointments, Salary, and Promotion Policies

SPECIAL REPORT

April 25, 1996

1. This Special Report accompanies a Report by Interim Vice President Salamon to the Appointments, Salary and Promotion Policies Committee (ASPP) on "Faculty Salaries for 1995-96". Her Report, including three appended tables, is hereby forwarded to the Faculty Senate, for information purposes only (no action is required).

2. The ASPP Committee discussed two earlier drafts of this Report and, while for the most part the Report speaks for itself, the Committee wishes to offer two limited interpretive comments:

A. The Committee notes with great satisfaction attainment this year of a significant salary goal recommended by the Faculty Senate nine years ago (Resolution 87/1, attached): achieving or surpassing for every professorial rank the AAUP's 80th percentile level for Category I institutions. The Committee invites the Faculty Senate to join us in commending President Trachtenberg and his administration for attaining this goal.

B. The Committee also felt bound to draw attention to the gap that remains to be traversed to attain the second part of the salary goal recommended in Resolution 87/1 by the Faculty Senate, namely, that "for all ranks in each school and college" the University should strive to attain as a minimum the 60th percentile for our Category. The achievement of the 80th percentile ranking as an average across the University masks a very considerable variation in our salary rankings in different schools, so that many faculty will not recognize their own salary levels in these published averages. Average salaries in two schools often barely, sometimes not at all, achieve even the 50th percentile level for most ranks, whereas some schools for some or all ranks are well above the 90th-percentile threshold.

3. The Committee found this disparity in salary rankings across schools sufficiently troublesome that it agreed to undertake next year a review of this issue. The problems resulting from these disparities are very real, and it would appear unsatisfactory to aim now merely at maintaining the 80th percentile level. But exactly how the University should formulate new policies or priorities in regard to this issue remains far from clear.

4. In recent years a comparison report on the raises in salaries for GW's top executives has been forwarded to the Senate by ASPP, along with the Report on Faculty Salaries. These figures were drawn from the IRS 990 report which the University is required both to file and to make public. However, the Committee has been informed by Vice President/Treasurer Katz that the University has not yet filed the 990 report this year, but plans to do so by May 15. We recommend that the 1996-97 Committee continue to attempt to obtain this data for presentation to the Senate during the Fall term.

A RESOLUTION CONCERNING FACULTY SALARIES (87/1)

WHEREAS, a university can be no better than its faculty; and

WHEREAS, a distinguished university must be staffed with an equally distinguished faculty; and

WHEREAS, equity and market conditions both demand that a distinguished faculty receive compensation which is commensurate with this standing; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

- (1) That the University make annual increments to faculty salaries designed to achieve as soon as possible, and to maintain, for all ranks an overall number one rating (80th percentile or above) on the American Association of University Professors' scale for Category I institutions;
- (2) That the University make annual increments to faculty salaries designed to achieve as soon as possible, and to maintain, for all ranks in each school and college no less than a number two rating (60th percentile or above) on the American Association of University Professors' scale for Category I institutions.

Committee on Appointment, Salary, and Promotion Policies
March 27, 1987

Adopted, May 1, 1987




175TH ANNIVERSARY 1821-1996

VICE PRESIDENT FOR ACADEMIC AFFAIRS

April 23, 1996

TO: Senate Committee on Appointments, Salary, and Promotions Policy
William B. Griffith, Chair

FROM: Linda B. Salamon
Interim Vice President for Academic Affairs 

RE: Faculty Salaries for 1995-'96

Once again the time has come for an annual report on the status of faculty salaries in the current year, as measured against the salary performance of the "market basket" schools with which we like to compare ourselves. Experienced members of the Committee will know that the AAUP reporting scheme is highly artificial, eliminating even the academic base of those with major administrative appointments, and the like. For relative purposes, however, the AAUP data are stable across institutions and over time: they give us a consistent measure of where we stand.

The report is unalloyed good news. In January, 1996 -- a year earlier than we had hoped -- GW's salaries surpassed the 80th percentile at every professorial rank. On Table 2 (mid-page) the asterisked GW line compares our salaries to 80% for 1994-95 and 1995-96. Our full professors are compensated at the 81% level, associate and assistant professors at 85%. This achievement is the result, most recently, of a 6% increase in the average full professorial salary during 1995, accomplished through merit raises that focused on talented individuals in the least highly compensated Schools, together with increases at all levels that surpass the national norm.

Within our "market basket" -- selective, private universities in urban settings -- GW's absolute standing is naturally not so stellar: improved at every level, and above the mean for associate and assistant professors, but ranking #7 -- when we were formerly #9 -- out of 12 overall. Our rate of change, however, is outstanding: in this stiff competition, our ranking for improvement is #1 for full professors, #2 for associate and #6 for assistant professors (both of which ranks we addressed in immediately previous years), and #1 overall. Locally, although Maryland provided dramatic increases this year, GW medians easily surpass all regional universities -- including Virginia -- at every rank except professors at Georgetown. In an era of modest inflation and most universities' fiscal caution, in short, GW has continued to forge ahead aggressively in compensating our strongest faculty.

These few stark numbers elide a world of variables, perhaps most pressingly the prevailing "labor markets" in the various disciplines and variations in age, length of service, and productivity. Table 1 provides a rough estimate of disciplinary differences at GW (note, however, that the Elliott School's faculty is too small for smoothing effects to occur.) In making comparisons across institutions, one can only speculate on anomalies -- for example, that Georgetown has a number of senior, very highly compensated full professors, particularly in its large law school, while Northwestern has recently acquired a body of very talented assistant professors.

Some anomalies result from taking annual "snapshots". Table 1 reveals an overall decrease in numbers on GW's faculties caused by many individual factors. In the Columbian School and the Engineering School, for instance, substantial retirements occurred in June '95; in Arts and Sciences, they were accompanied by substantial promotions. (Business, meanwhile, recruited new assistant professors to even its numbers.) During the current year, recruitment is underway to fill resulting vacancies across the board, although modestly in Engineering; the result is sure to be a substantially different faculty profile, in size and configuration, in 1996-'97.

With reservations, I append the by-now-traditional Table 3 that reports salaries for continuing faculty only, excluding new appointments. Alert readers will note that its numbers vary from Table 1; that is because faculty members who were promoted for this year have traditionally been counted under their *new* rank for *both* years, thus distorting the salary for the higher rank in the prior year and misrepresenting the actual rate of change. I recommend that, in future years, promotions and raises be acknowledged on this table in the year in which they occur. Though the existing trend-line would be broken, in two years we would have familiar, as well as more accurate data.

In terms of the process that former Vice President French began four years ago -- the "position control plan" -- we have rather clearly achieved the goal of maintaining our faculty size at a sustainable number while using resource-dollars available for faculty salaries to reward a high level of performance among continuing faculty and to recruit, in prudent numbers, the best possible new colleagues to join us.

Enclosures

1995-96 *Continuing Regular Faculty

TABLE 3

	Professors			Assoc Professors			Asst Professors			*Overall Average Salary		
	1994-95	1995-96	% Chg	1994-95	1995-96	% Chg	1994-95	1995-96	% Chg	1994-95	1995-96	% Chg
Arts & Sciences	65,381	69,324	6.0%	49,044	50,972	3.9%	41,527	43,119	3.8%	54,184	56,900	5.01%
Education	64,013	71,242	11.3%	45,325	48,861	7.8%	36,620	39,089	6.7%	54,154	59,518	9.91%
Elliott School	77,101	85,040	10.3%	47,175	49,162	4.2%	46,439	49,117	5.8%	62,629	67,871	8.37%
Engineering	82,120	86,263	5.0%	68,146	70,782	3.9%	59,821	61,089	2.1%	75,609	78,968	4.44%
Business & Public Mgt	76,544	81,146	6.0%	66,530	69,448	4.4%	60,018	62,693	4.5%	69,564	73,164	5.18%
Law School	115,814	123,527	6.7%	79,460	86,158	8.4%				105,540	112,966	7.04%
Total	75,718	80,670	6.5%	55,838	58,517	4.8%	46,318	48,143	3.9%	63,634	67,253	5.69%
Total \$	21,882,363	23,313,539	6.5%	9,883,300	10,357,492	4.8%	5,650,760	5,873,448	3.9%	37,416,423	39,544,479	5.69%
Arts & Sciences	132	132		93	93		79	79		304	304	
Education	25	25		16	16		6	6		47	47	
Elliott School	12	12		6	6		5	5		23	23	
Engineering	44	44		13	13		12	12		69	69	
Business & Public Mgt	43	43		36	36		20	20		99	99	
Subtotal	256	256		164	164		122	122		542	542	
Law School	33	33		13	13		0	0		46	46	
Total	289	289		177	177		122	122		588	588	

* Excludes instructors and clinical law faculty.

Promoted continuing faculty are reported at their new, 1995-96 rank for both years.



INTERDEPARTMENTAL MEMORANDUM

16 April 1996

TO: Joseph Pelzman, Chairman
Executive Committee of the Faculty Senate

FROM: Kurt Darr, Chairman *Kurt Darr*
Admissions Policy, Student Financial Aid, and
Enrollment Management Committee

RE: Annual Report

Attached please find the annual report from the Admissions Policy, Student Financial Aid, and Enrollment Management Committee, which I chaired during 1995-1996.

The committee concluded that the University has a high quality undergraduate admissions activity. The committee considered especially the case of Mr. Richie Parker and concluded that there was no need to recommend a resolution for consideration by the Faculty Senate.

There are, however, two recommendations regarding the Columbian School that are brought to the attention of the Executive Committee for its disposition. These recommendations are numbers 3. and 4. on the second page of the annual report.

If there are questions, please call at 4-6598

cc: Committee members

ANNUAL REPORT FOR 1995-1996

COMMITTEE ON

ADMISSIONS POLICY, STUDENT FINANCIAL AID,
AND ENROLLMENT MANAGEMENT

By memorandum of June 28, 1995, Faculty Senate Executive Committee Chairman Joseph Pelzman asked the committee to consider the University's admissions policies and procedures with specific attention to the case of Mr. Richie Parker.

The committee met twice. Its work is summarized below.

Mr. Fred Siegel, Executive Director of Enrollment Management, briefed the committee on how the Office of Enrollment Management is organized and how its work is performed. The committee was told that the media had exaggerated events and misstated facts regarding recruitment of Mr. Parker and that no offer of admission was made to him, nor was a scholarship offered to his victim.

Mr. Siegel responded to committee questions about specific undergraduate admission practices as follows:

- Columbian School has no regular involvement in admissions decisions except for honors, the BA-MD and science scholar programs, and scholarships in the arts.
- All other schools have regular faculty and/or administrative involvement, especially as to difficult cases.
- Other universities/colleges have little involvement of faculty, except for very selective schools such as Bates College and Georgetown University.

The committee discussed the memorandum from Mr. Siegel to Trustee Brenner and the context it provided for the admissions process.

The committee's conclusions are that:

1. The University has a high quality undergraduate admissions process and no Faculty Senate resolution concerning it is needed.
2. The Parker incident was a media event that had little, if any, relationship to the facts and did not reflect the basic integrity of the admissions process.
3. The Columbian School should be more involved in the admissions process, especially as to faculty review of difficult cases.
4. Given the disproportionately large number of admissions to Columbian School, the Faculty Senate should consider increasing the number of Columbian School faculty on this committee.